Public Works and Government Services Canada
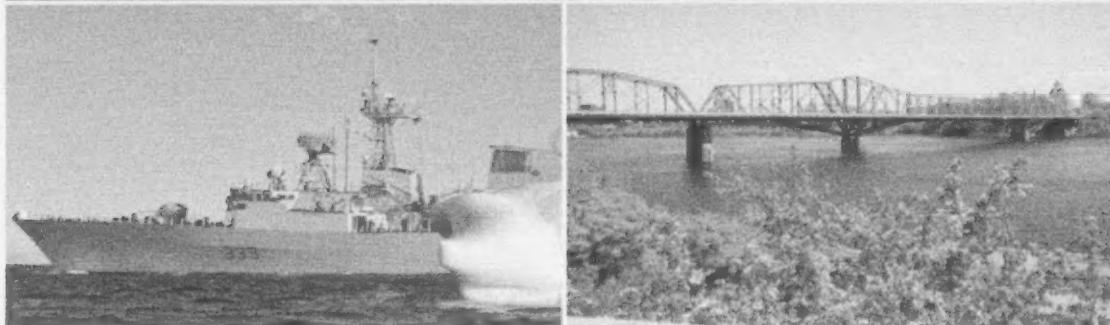
Travaux publics et Services gouvernementaux Canada

Canada

Serving GOVERNMENT. Serving CANADIANS.

Respect • Integrity • Excellence • Leadership

2013–14
DEPARTMENTAL PERFORMANCE REPORT

Diane Finley, PC, MP
Minister of Public Works and Government Services

Table of Contents

Foreword

Departmental Performance Reports are part of the Estimates family of documents. Estimates documents support appropriation acts, which specify the amounts and broad purposes for which funds can be spent by the government. The Estimates document family has three parts:

- Part I (Government Expenditure Plan) provides an overview of federal spending.

- Part II (Main Estimates) lists the financial resources required by individual departments, agencies and Crown corporations for the upcoming fiscal year.

- Part III (Departmental Expenditure Plans) consists of two documents. Reports on Plans and Priorities (RPPs) are expenditure plans for each appropriated department and agency (excluding Crown corporations). They describe departmental priorities, strategic outcomes, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Performance Reports (DPRs) are individual department and agency accounts of actual performance, for the most recently completed fiscal year, against the plans, priorities and expected results set out in their respective RPPs. DPRs inform parliamentarians and Canadians of the results achieved by government organizations for Canadians.

Additionally, Supplementary Estimates documents present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or were subsequently refined to account for developments in particular programs and services.

The financial information in DPRs is drawn directly from authorities presented in the Main Estimates and the planned spending information in RPPs. The financial information in DPRs is also consistent with information in the Public Accounts of Canada. The Public Accounts of Canada include the Government of Canada Consolidated Statement of Financial Position, the Consolidated Statement of Operations and Accumulated Deficit, the Consolidated Statement of Change in Net Debt, and the Consolidated Statement of Cash Flow, as well as details of financial operations segregated by ministerial portfolio for a given fiscal year. For the DPR, two types of financial information are drawn from the Public Accounts of Canada: authorities available for use by an appropriated organization for the fiscal year, and authorities used for that same fiscal year. The latter corresponds to actual spending as presented in the DPR.

The Treasury Board *Policy on Management, Resources and Results Structures* further strengthens the alignment of the performance information presented in DPRs, other Estimates documents and the Public Accounts of Canada. The policy establishes the Program Alignment Architecture of appropriated organizations as the structure against which financial and non-financial performance information is provided for Estimates and parliamentary reporting. The same reporting structure applies irrespective of whether the organization is reporting in the Main Estimates, the RPP, the DPR or the Public Accounts of Canada.

A number of changes have been made to DPRs for 2013–14 to better support decisions on appropriations. Where applicable, DPRs now provide financial, human resources and performance information in Section II at the lowest level of the organization's Program Alignment Architecture.

In addition, the DPR's format and terminology have been revised to provide greater clarity, consistency and a strengthened emphasis on Estimates and Public Accounts information. As well, departmental reporting on the Federal Sustainable Development Strategy has been consolidated into a new supplementary information table posted on departmental websites. This new table brings together all of the components of the Departmental Sustainable Development Strategy formerly presented in DPRs and on departmental websites, including reporting on the Greening of Government Operations and Strategic Environmental Assessments. Section III of the report provides a link to the new table on the organization's website. Finally, definitions of terminology are now provided in an appendix.

Minister's Message

Diane Finley, P.C., M.P.
Minister of Public Works and
Government Services

As the Minister of Public Works and Government Services, I am pleased to present the *2013–14 Departmental Performance Report*.

At Public Works and Government Services Canada (PWGSC), we have kept our focus over the past year on our Government's priorities of job creation, economic growth and long-term prosperity for Canadians, all while making efforts to ensure the best use of taxpayers' dollars.

I am particularly proud of the launch of Canada's new Defence Procurement Strategy (DPS), which I announced with the Minister of National Defence in February 2014. This strategy represents the most fundamental shift in federal procurement in thirty years, and we are progressing well with its implementation thanks to the significant engagement of the aerospace and defence industry. This new strategy will provide our brave men and women in uniform with the equipment that they need in a timely and effective manner, while also maximizing jobs and growth here in Canada. The DPS has also been designed to enhance the domestic and international competitiveness of Canadian defence-related firms, and to streamline the procurement process.

The Build in Canada Innovation Program (BCIP) remains an important program for small business in Canada, giving them an opportunity to take their products from the lab to the marketplace. To date, we have invested in over 70 projects throughout the first three years of the program and another 72 projects have been identified for testing this year. Permanent funding for BCIP has been confirmed at $40M per year, which includes a military component.

It has become increasingly important to reinforce that the Government of Canada does business with suppliers who respect the law and act with integrity, including affiliates of suppliers. That is why, in spring 2014, in response to Canadian suppliers, we strengthened our Integrity Framework with a number of new measures, including that companies with foreign convictions may not be eligible for federal government contracts for up to 10 years.

With our commitment to best leverage our purchases of defence equipment, encourage research and development and strengthen our integrity framework, we are ensuring a healthy economic environment as well as creating jobs and economic growth. Although much work remains to be done, I am confident that this report demonstrates our efforts to make government more effective, transparent, modern and accountable.

Diane Finley, P.C., M.P.
Minister of Public Works and
Government Services

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: Diane Finley

Institutional Head: Michelle d'Auray

Ministerial Portfolio: Public Works and Government Services Canada

Enabling Instrument(s): The _Department of Public Works and Government Services Act_[i] _(DPWGS Act)_ establishes the Department of Public Works and Government Services.

Year of Incorporation/Commencement: 1841

Other: The Minister of Public Works and Government Services (PWGS) has responsibilities under 19 other Acts. The most important ones are:

- _Shared Services Canada Act_[ii]
- _Expropriation Act_[iii]
- _Defence Production Act_[iv]
- _Seized Property Management Act_[v]
- _Surplus Crown Assets Act_[vi]
- _Financial Administration Act_[vii]

Organizational Context

Raison d'être

Public Works and Government Services Canada (PWGSC) plays an important role in the daily operations of the Government of Canada. It supports federal departments and agencies in the achievement of their mandated objectives as their central purchasing agent, real property manager, linguistic authority, treasurer, accountant, and pay and pension administrator. The Department's vision is to excel in government operations, and our strategic outcome and mission is to deliver high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

Responsibilities

The Department, founded in 1841, was instrumental in the building of our nation's canals, roads and bridges, the Houses of Parliament, post offices and federal buildings across the country.

Today, we have evolved into a sophisticated operational arm of government that employs approximately 12,000 permanent employees working in locations across Canada and head-quartered in the National Capital Area.

The *Department of Public Works and Government Services Act* (the *Act*), passed in 1996, established the Department and set out the legal authorities for PWGSC's services. The *Act* established PWGSC as a common service organization providing government departments, boards and agencies with support services for their programs that today include:

- Procurement;
- Office accommodation and facilities;
- Architectural and engineering services;
- Construction, maintenance and repair of public works and federal real property;
- Pay and pension services;
- Receiver General, treasury of Canada administration, and maintenance of Accounts of Canada;
- Linguistic services;
- Industrial security services; and
- Specialized programs, government-wide applications and greening of government operations.

Our goal is to manage our business in a way that demonstrates integrity, accountability, transparency, and adds value for our client departments and for Canadians. In doing so, PWGSC:

- Injected, over the last three years, approximately $14 billion annually into the Canadian economy through government procurement for 140 federal departments and agencies with over 45% of all business volume (excluding military procurement) going to Canadian small and medium enterprises (SMEs);

- Handles over $2.3 trillion in cash flow transactions annually through the Receiver General function;

- Issues more than 13.7 million federal pay and pension payments, annually;

- Provides accommodation to parliamentarians and more than 272,000 public servants in 1,716 locations across Canada;

- Manages a Crown-owned property portfolio with a market value of $7.3 billion, including 19 engineering assets such as bridges and dams;

- Makes rental payments of $1.24 billion on 1,824 lease contracts across Canada, annually;

- Manages 27% of federal real property inventory[viii] based on total floor area;

- Provides $535 million in payments in lieu of taxes to 1,235 taxing authorities on behalf of the Government of Canada;

- Provides translation and interpretation services for more than 1,470 parliamentary sittings and parliamentary committee meetings and manages translation for more than one million pages of text on behalf of other federal organizations, annually; and

- Processes and images more than 31.4 million pages, annually, for federal government departments and agencies.

The portfolio of the Minister of PWGS includes Shared Services Canada, which reports separately. It also includes two Crown corporations: Canada Lands Company Limited and Defence Construction Canada. The Office of the Procurement Ombudsman (OPO) reports to the Minister and operates independently. Details of the operations of the Crown corporations and the OPO are provided in separate annual reports that are tabled in Parliament by the Minister.

Strategic Outcome and Program Alignment Architecture

PWGSC's Program Alignment Architecture (PAA), as approved by the Treasury Board, supports our strategic outcome:

To deliver high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

The following table lists the programs that comprised PWGSC's PAA in 2013–14.

2013–14 PWGSC Program Alignment Architecture

Program	Sub-Program
1.1 Acquisition	1.1.1 Procurement Services 1.1.2 Customized/Unique Procurement Services 1.1.3 Strategic Acquisition Support Services 1.1.4 Seized Property 1.1.5 Marine Inspection and Technical Services 1.1.6 Shared Travel Services Initiative 1.1.7 Canadian General Standards Board 1.1.8 Crown Assets Distribution
1.2 Accommodation and Real Property Services	1.2.1 Federal Accommodation 1.2.2 Federal Holdings 1.2.3 Professional and Technical Services 1.2.4 Disposition Incentives 1.2.5 Payments in Lieu of Taxes 1.2.6 Parliamentary Precinct 1.2.7 Sydney Tar Ponds and Coke Ovens Remediation Project
1.3 Receiver General for Canada	1.3.1 Stewardship of Public Money and Accounts of Canada 1.3.2 Receiver General Services 1.3.3 Document Imaging Services
1.4 Information Technology Infrastructure Services	[Removed]
1.5 Federal Pay and Pension Administration	1.5.1 Pay 1.5.2 Pension
1.6 Linguistic Management and Services	1.6.1 Management of Translation Function 1.6.2 Terminology Standardization Program 1.6.3 Translation and Other Linguistic Services 1.6.4 Translation and Interpretation to Parliament 1.6.5 Conference Interpretation
1.7 Specialized Programs and Services	1.7.1 Government Information Services 1.7.2 Shared Services Integration 1.7.3 Government Consulting Services 1.7.4 Industrial Security Program 1.7.5 Forensic Accounting 1.7.6 Audit Services Canada 1.7.7 Greening of Government Operations 1.7.8 Ministers' Regional Offices
1.8 Procurement Ombudsman[ix]	1.8.1 Review of Procurement Practices 1.8.2 Supplier Complaints
1.9 Internal Services	

Contribution of Priorities to Strategic Outcome

In 2013–14, the Department had three organizational priorities that supported the strategic outcome:

- Delivering Efficient and Effective Services;
- Transforming Critical Infrastructure; and
- Ensuring Sound Stewardship and Management Excellence.

These are reported on in the Organizational Priorities table and are also reflected in the Analysis of Programs and Sub-Programs by Strategic Outcome in Section II of this report.

PWGSC's Client Service Strategy

PWGSC launched its Client Service Strategy in 2010 to strengthen client relationships and enhance its service excellence culture. This department-wide initiative, now in its fifth year of implementation, consists of six pillars:

- Service Agreements;
- Service Standards;
- Client Satisfaction;
- Client Engagement;
- Service Culture; and
- Innovative Service Offerings.

Building on progress made in recent years, each pillar of this strategy has been implemented in all PWGSC programs, where applicable.

PWGSC has strengthened client satisfaction and client relationships through client engagement, interdepartmental service agreements, the client barometer and an annual updated service inventory. PWGSC has also enhanced its service excellence culture through the annual e-publication, Our Services, Standards and Results[x], and embedded a client service competency in staffing, training, recognition and performance management.

In 2013–14, we continued to make progress towards our goal of building a common department-wide approach to client service management. Consultations with federal client organizations, including small departments and agencies, helped to refine service priorities and expectations, improve client satisfaction, strengthen client engagement, and introduce a more systematic approach to the ongoing development and implementation of service excellence at PWGSC.

Organizational Priorities

Priority	Type	Programs
Delivering Efficient and Effective Services	Ongoing	• Acquisitions • Accommodation and Real Property Services • Receiver General for Canada • Federal Pay and Pension Administration • Linguistic Management and Services • Specialized Programs and Services • Internal Services

Description

Working within and across programs to continuously improve the efficiency and effectiveness of service delivery to PWGSC's clients inside and outside government by getting costs down and service quality up while maintaining integrity and transparency.

Why is this a priority?

With a mission to deliver high-quality services and programs, PWGSC focuses on improving service delivery to meet the current and future needs of our clients, increase their satisfaction with the services they receive, and ensure they and Canadian taxpayers receive value for money.

Summary of Progress

In 2013–14, the Department:

- Made further progress in the Acquisitions Program Transformation Initiative with Smart Procurement and the Digital Procurement Strategy in order to continue to improve client service and relationships with suppliers, reduce cost and process burden for suppliers and clients, and streamline procurement processes.

- Started implementing the Government of Canada's Defence Procurement Strategy (DPS) further to the government's commitments in Federal Budgets to better ensure that purchases of defence equipment create economic opportunities for Canadians and that defence procurement outcomes improve. The DPS is informed by the government's extensive engagement with the industry and by the recommendations found in the reports commissioned by the Government of Canada and provided by Tom Jenkins[xi] *(Canada First: Leveraging Defence Procurement Through Key Industrial Capabilities—February 2013)* and David Emerson[xii] *(Volume 1: Beyond the Horizon: Canada's Interests and Future in Aerospace—November 2012; Volume 2: Reaching Higher: Canada's Interests and Future in Space—November 2012).*

- Continued the implementation of key strategic government-wide initiatives, such as the National Fighter Procurement Secretariat (NFPS), the National Shipbuilding Procurement Strategy (NSPS), and the Build in Canada Innovation Program (BCIP) to help the government achieve its priorities of creating jobs and bolstering economic growth.

- Sustained a best practice organization by improving the management and performance of our real property portfolio. This included ongoing adoption of Workplace 2.0 standards, and the implementation of the Accreditation Process, to create healthy, innovative and supportive work environments for the public service, as well as continuing to advance the renewal of Real Property Service Management contracts (previously known as Alternate Forms of Delivery contracts).

- Made further progress in the implementation and promotion of the use of direct deposit. The transition to direct deposit is scheduled to occur gradually over the next two years.

- Expanded Document Imaging Services to support federal government departments and agencies in their transformation initiatives by reducing the need to store large volumes of paper documents and allowing departments to improve client service and reduce operational costs.

- Continued the implementation phase of both the Pay Modernization and Consolidation of Pay Services projects, which are the two components of the Transformation of Pay Administration Initiative. PWGSC is replacing the outdated pay system, streamlining business processes and consolidating pay administration services. The transfer of pay services from other departments to PWGSC's Public Service Pay Centre is progressing successfully with Wave 2 employees using new technology and tools to deliver services for 34,400 employee pay accounts from 40 departments and agencies.

- Continued to implement the Transformation of Pension Administration Initiative for the Royal Canadian Mounted Police and the Canadian Armed Forces to decrease the cost of pension administration for the government while improving client service and increasing alignment to common standards and processes.

- Continued the modernization of the Translation Bureau to put it on a solid footing for the future and ensure an efficient delivery of linguistic services to the Government of Canada.

- Enabled federal clients using Government of Canada common information, human resources and materiel management systems to leverage economies of scale through the sharing of common functionality, expertise and resources. Provided the full range of human resource services and expertise, including compensation services, to federal departments and agencies, through the Shared Services Integration program.

- Continued the transformation and modernization of the Industrial Security Sector by working with stakeholders on streamlining processes, implementing program enhancements and reducing red tape to improve effectiveness and efficiency. These efforts will result in reduced administrative burdens, increased service quality and improved timeliness for clients.

- Modernized and streamlined the Industrial Security Sector's Call Centre infrastructure and systems to expand service capacity and support critical client requirements.

- Held two rounds of public consultations and developed a list of service improvement commitments and service standards for the Controlled Goods Program's activities. These commitments foster seamless and efficient client service.

- Continued to develop partnerships with foreign security authorities to support the Government of Canada's economic agenda and collected best practices to improve overall services to clients and stakeholders. The Department has 15 agreements with foreign partners.

- Continued to contribute to the Government of Canada's overall agenda by providing assistance and support to Ministers when they conducted Government of Canada business outside the National Capital Region through the Ministers' Regional Offices program. This included establishing a new office in Yellowknife, Northwest.

Priority	Type	Programs
Transforming Critical Infrastructure	Ongoing	Accommodation and Real Property Services

Description

Implementing major initiatives to transform the management of the Department's physical assets and support sound stewardship objectives.

Why is this a priority?

PWGSC must use available resources to effectively maintain up-to-date infrastructure, introduce efficiencies in meeting the infrastructure needs of our clients, and exercise sound stewardship on behalf of Canadians.

Summary of Progress

In 2013–14, the Department:

- Continued to rehabilitate the buildings in the Parliamentary Precinct to meet accommodation requirements of the Senate, the House of Commons and the Library of Parliament. The Department continued to protect the architectural integrity of the buildings in the Parliamentary Precinct through the Long Term Vision and Plan (LTVP). The first priority of the LTVP continued to be the rehabilitation of the heritage buildings on Parliament Hill (West, East and Centre Blocks). Major restoration work continued on the West Block, 180 Wellington (Wellington Building) and 144 Wellington (Sir John A. Macdonald) buildings.

- Ensured strategic management of its real property portfolio, by meeting accommodation needs of departments and agencies through the prudent management of taxpayer dollars and by delivering a substantial program of work for engineering assets (bridges, dams, wharves, the portions of the Alaska Highway under PWGSC custodianship and the Esquimalt Graving Dock).

- Accommodated all requests for docking received by the Esquimalt Graving Dock and berthed 64 vessels with total revenue of $10.2 million.

- Conducted assessments at two sites and remediation at 20 sites expending $45.2 million under the Federal Contamination Sites Action Plan.

- Led the Workplace 2.0 initiative for the Government of Canada, updating 54,224 m^2 of office space and enabling new technologies that create a more efficient workplace and realize savings.

Priority	Type	Programs
Ensuring Sound Stewardship and Management Excellence	Ongoing	All Programs

Description

Strengthening departmental practices and processes in the delivery of internal services and the management of financial and human resources in support of PWGSC's mandate, and supporting excellence in the greening of government operations.

Why is this a priority?

PWGSC is committed to building an enabling and productive workplace, to improving internal processes, and to promoting environmental sustainability government-wide. The activities related to this priority will also ensure that PWGSC conducts its operations with integrity, accountability, transparency, and adds value for our client departments and for Canadians.

Summary of Progress

In 2013–14, the Department:

- Exercised financial leadership and oversight while ensuring value for money in delivering program priorities.

- Demonstrated excellence in client service through the engagement of fairness monitoring services to oversee the high risk, high value or highly sensitive acquisition processes.

- Ensured streamlined governance and operations for the Integrity Framework as well as implemented enhancements to the Framework on March 1, 2014.

- Strengthened departmental investigative bodies by introducing analytical methodologies to review procurements as necessary and by deepening collaboration with other government departments' investigative units.

- Completed the preparations for electronic-only publications of the Canada Gazette (Part I, II and III); and electronic-only access to Government of Canada publications from the Depository Services Program for implementation on April 1, 2014.

- Maintained an integrated approach to workforce planning and management while fostering a healthy, sustainable workplace and a skilled, diverse workforce. Our human resources (HR) infrastructure has been streamlined and modernized through the implementation of the Common Human Resources Business Process and the adoption of the Government of Canada Human Resources Management System (PeopleSoft).

- Successfully completed a pilot project with GCDocs, which is a key element in ensuring compliance with the government's Recordkeeping Directive, and will be on-boarding employees in fiscal year 2014–15.

- Improved the value and efficiency of services provided to other government departments and agencies, through a culture of service excellence, the transformation of service offerings, leadership development and an enhanced Client Service Strategy. Integrated the PWGSC Client Service Competency in staffing and prepared for its roll-out in performance management across the Department in 2014–15, in addition to the new Treasury Board Secretariat (TBS) core competencies.

- Worked closely with other government departments, in the context of the Federal Sustainable Development Strategy, on strategies to improve the environmental performance of the federal government's operations in the areas of green buildings, greenhouse gas emissions from federal operations, electronic waste, printing units, paper consumption, green meetings and green procurement. In addition, the Department continued to reduce its own environmental footprint through the implementation of PWGSC's Departmental Sustainable Development Strategy 2011–14.

- Continued to reduce red tape, in full compliance with the government's 2012 Red Tape Reduction Action Plan. PWGSC posted several key documents on its "Acts and Regulations[xiii]" web page, and streamlining measures taken to date. The release of *buyandsell.gc.ca* provides single window access to all federal procurement opportunities and data that can be easily accessed. The Canadian General Standards Board completed the rationalization of national and Government of Canada standards from 1,000 in 2008–09 to 360 in 2013–14.

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Financial Risk—PWGSC's reliance on cost recovery poses risks in an environment of reduced expenditures on the part of client departments.	We adjusted to reduced operational demands while maintaining the quality of our services. This included sustaining rigorous management of revenues, expenditures, forecasting and commitment monitoring and working closely with other departments through the client service network to identify changing requirements and their impacts on the Department.	• Acquisitions • Accommodation and Real Property Service • Linguistic Management and Services • Specialized Programs and Services • Receiver General for Canada
Complex, Transformational and Interdepartmental Major Projects and Procurements—There are inherent risks in PWGSC undertaking and delivering complex, transformational and interdepartmental major projects and procurements on time, within the approved budget and according to scope (which could ultimately have an impact on the Department's service strategy).	PWGSC's risk responses included: implementation of disciplined investment and project management processes; development and implementation of service agreements and service standards with clear identification of responsibilities; sound contract management; early engagement with client departments and other stakeholders; and development and implementation of the Department's Integrated Investment Plan (IIP).	• Acquisitions • Accommodation and Real Property Services • Receiver General for Canada • Federal Pay and Pension Administration • Linguistic Management and Services • Specialized Programs and Services
Human Resources Strategy—There is a risk associated with the need to maintain the HR capacity required by the Department to meet future needs.	The Department has developed the PWGSC People Management Philosophy and its related commitments, and has implemented an Integrated HR Plan and various HR strategies such as leadership development, talent management, knowledge transfer, mentoring, and succession planning.	• Acquisitions • Accommodation and Real Property Services • Receiver General for Canada • Federal Pay and Pension Administration • Linguistic Management and Services • Specialized Programs and Services

Risk Narrative

PWGSC formally integrates risk into business planning, decision making and organizational processes to minimize negative impacts and maximize opportunities across its diverse range of services and operations. Risk management is conducted throughout PWGSC in accordance with the TBS Framework for the Management of Risk, PWGSC Policy on Integrated Risk Management, the International Organization for Standardization (ISO) 31000 and the Canadian Standards Association (CSA) Implementation Guide to CAN/CSA-ISO 31000, Risk Management—Principles and Guidelines.

Financial Risk—PWGSC's reliance on cost recovery posed risks in an environment of reduced expenditures on the part of client departments. In 2013–14, the Department developed a more robust Financial Management Framework, a more rigorous approach to manage revenues, expenditures and commitments, as well as a departmental client service strategy targeted at providing quality services to clients in the context of fluctuating business volumes.

Major complex, transformational and interdepartmental projects—There are risks associated with these projects. In 2013–14, PWGSC's risk management approach included: implementation of disciplined investment and project management processes; robust service agreements and service standards with clear identification of responsibilities; sound contract management; early engagement with client departments and other stakeholders; and the Department's Integrated Investment Plan (IIP).

Human Resource Strategy—Workforce capacity continued to be of concern to the Department mainly due to the context of fiscal restraint which has limited the organization's ability to hire new talent. In 2013–14, PWGSC reinforced departmental strategies to ensure the required workforce was in place to deliver its mandate, including leadership development activities and a streamlined succession planning approach, while developing strategies to foster a healthy work environment and continue to be an employer of choice.

Actual Expenditures

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities To Date*	2013–14 Actual Spending (authorities used)	Difference (actual minus planned)
2,617,975,950	2,800,706,900	3,001,570,296	2,847,124,134	46,417,234

Totals may not add up due to rounding.

*2013–14 Authorities To Date include all authorities, as published in Public Accounts, with the exception of Revolving Funds in-year Drawdown Authorities and Net Authority Provided for which authorization to spend was not requested in 2013–14.

Human Resources (Full-Time Equivalents [FTEs])

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
12,460.5	11,543.27	(917.23)

Budgetary Performance Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome, Programs and Internal Services	2013–14 Main Estimates	Planned Spending			2013–14 Total Authorities To Date*	Actual Spending (authorities used)		
		2013–14	2014–15	2015–16		2013–14	2012–13	2011–12
Strategic Outcome 1: High quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.								
Acquisitions	129,817,489	133,917,489	152,864,600	155,307,480	163,882,223	152,781,604	158,849,677	157,777,964
Accommodation and Real Property Assets Management	1,978,270,455	2,117,125,407	1,966,139,278	1,848,851,706	2,207,175,179	2,111,237,753	2,011,582,718	1,963,599,900
Receiver General for Canada	116,907,936	116,907,936	101,056,015	100,986,916	121,121,362	120,686,479	117,792,671	123,141,195
Information Technology Infrastructure Services	-	-	-	-	-	-	-	7,744,155
Integrity Programs and Services**	-	-	19,913,717	15,734,806	-	-	-	-
Federal Pay and Pension Administration	64,353,442	104,129,440	118,212,846	111,756,053	108,414,408	101,211,263	80,559,725	67,681,526
Linguistic Management and Services	70,388,386	70,388,386	68,100,297	58,624,545	73,923,821	61,627,911	78,458,807	74,116,158
Specialized Programs and Services	43,890,142	43,890,142	32,606,960	27,574,576	58,780,027	56,443,732	49,534,679	57,309,366
Procurement Ombudsman	4,280,915	4,280,915	4,103,650	4,103,650	4,696,328	4,075,023	3,884,382	3,667,301
Subtotal	2,407,908,765	2,590,639,715	2,462,997,363	2,322,939,732	2,737,993,348	2,608,063,766	2,500,662,659	2,455,037,565
Internal Services	210,067,185	210,067,185	201,126,550	199,738,341	263,576,949	239,060,369	236,870,598	338,470,980
Total	2,617,975,950	2,800,706,900	2,664,123,913	2,522,678,073	3,001,570,296	2,847,124,134	2,737,533,257	2,793,508,545

Totals may not add up due to rounding.

*2013–14 Authorities To Date include all authorities, as published in Public Accounts, with the exception of Revolving Funds in-year Drawdown Authorities and Net Authority Provided for which authorization to spend was not requested in 2013–14.

**Programs and Planned Spending in new PAA Integrity Programs and Services for 2014–15 and 2015–16 were transferred from PAA 1.7 Specialized Programs and Services and PAA 1.9 Internal Services.

The 2013–14 Main Estimates decreased from Actual Spending in 2012–13 as a result of the implementation of savings measures announced in Budget 2012. The savings initiative with the most significant impact is related to the provision of office accommodation to other departments. The Main Estimates budget was also reduced as a result of sunset funding for completed yearly office buildings fit-up in 2012–13, primarily in the National Capital Area.

The 2013–14 Planned Spending increased by $182.7 million from the 2013–14 Main Estimates. A significant portion of the increase is due to a timing difference for yearly office buildings fit-up in the National Capital Area, ongoing rehabilitation of the Parliamentary Precinct, and the Transformation of Pay Initiative.

The 2013–14 Total Authorities to Date were higher than 2013–14 Planned Spending due to annual increases of utility, operating and maintenance costs associated with buildings housing government departments and agencies.

Actual Spending in 2013–14 was lower than Total Authorities to Date due to revised project schedules, and prudent financial management of departmental resources.

The $46.4 million increase between 2013–14 planned and actual spending is due to several initiatives, primarily related to real property projects such as dams and bridges, as well as the design and construction of building upgrades such as the Carling Campus. PWGSC also implemented the Build in Canada Innovation Program, enhancements to the Controlled Goods Program and investments in technology for records and human resource management.

In 2014–15, Planned Spending will decrease primarily due to the completion of the Sydney Tar Ponds site remediation, the implementation of savings measures and the conclusion of the purchase of Les Terrasses de la Chaudière.

In 2015–16, Planned Spending will decrease primarily due to the completion of the current phase for the Parliamentary Precinct rehabilitation and the continued implementation of savings measures.

Alignment of Spending with the Whole-of-Government Framework

Alignment of 2013-14 Actual Spending with the Whole-of-Government Framework[xiv] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2013-14 Actual Spending
High quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.	1.1 Acquisitions	Government Affairs	Well-managed and efficient government operations	152,781,604
	1.2 Accommodation and Real Property Assets Management	Government Affairs		2,111,237,753
	1.3 Receiver General for Canada	Government Affairs		120,686,479
	1.4 Information Technology Infrastructure Services	Government Affairs		-
	1.5 Federal Pay and Pension Administration	Government Affairs		101,211,263
	1.6 Linguistic Management and Services	Government Affairs		61,627,911
	1.7 Specialized Programs and Services	Government Affairs		56,443,732
	1.8 Procurement Ombudsman	Government Affairs	A transparent, account-able and responsive federal government	4,075,023

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic Affairs	-	-
Social Affairs	-	-
International Affairs	-	-
Government Affairs	2,590,639,715	2,608,063,766

Departmental Spending Trend

Departmental Spending Trend Graph

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Time-Limited Initiatives	0	0	0	86,544,846	853,738	34,163,370
Total spending	2,793,508,545	2,737,533,257	2,847,124,134	2,664,123,913	2,522,678,073	2,314,417,708
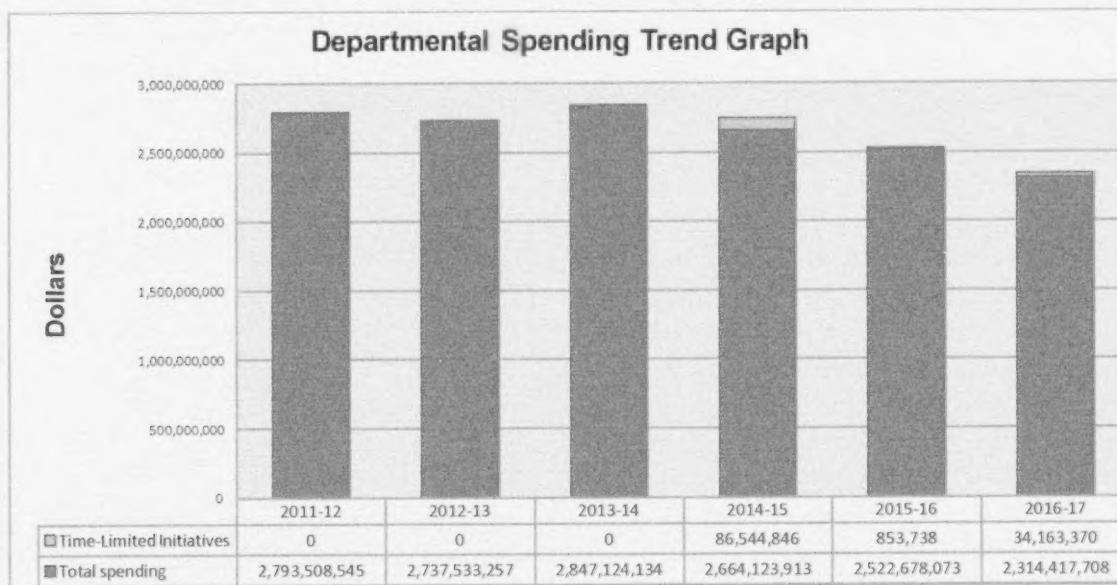
The year over year variances in the graph above are explained as follows:

- Spending decrease from 2011–12 to 2012–13 is primarily due to a permanent transfer of funds from PWGSC to Shared Services Canada following its creation in 2011 along with Budget 2011 savings measures.

- Spending increase from 2012–13 to 2013–14 is primarily due to new funding for Engineering Assets projects, the purchase of Les Terrasses de la Chaudière, and additional work completed for the Parliamentary Precinct rehabilitation.

- Planned spending decrease from 2013–14 to 2014–15 is primarily due to completion of the Sydney Tar Ponds site remediation, the implementation of savings measures and the conclusion of the purchase of Les Terrasses de la Chaudière.

- Planned spending decrease from 2014–15 to 2015–16 is mainly attributable to the completion of the current phase for the Long Term Vision and Plan for the Parliamentary Precinct rehabilitation and the continued implementation of savings measures.

- Planned spending decrease from 2015–16 to 2016–17 is mainly attributable to the completion of the current phase of the Engineering Assets projects and the continued implementation of savings measures.

The variances related to time-limited initiatives are due to:

- From 2013–14 to 2014–15: the conclusion of the purchase of Les Terrasses de la Chaudière building complex in Gatineau, Quebec, the completion of the Sydney Tar Ponds remediation, and the completion of the Real Property Business Systems Transformation project;

- From 2014–15 to 2015–16: the completion of the Sydney Tar Ponds post project administrative activities; and

- From 2015–16 to 2016–17: the completion of the Transformation of Pay Administration—Pay Modernization.

Estimates by Vote

For information on PWGSC's organizational Votes and statutory expenditures, consult the _Public Accounts of Canada 2014_[xv].

Section II: Analysis of Programs and Sub-Programs by Strategic Outcome

Strategic Outcome

Public Works and Government Services Canada's (PWGSC's) strategic outcome is to deliver high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

Programs and Sub-Programs

The following section describes PWGSC's programs, sub-programs and planning highlights that support our strategic outcome. It also includes an overview of the financial and human resources, expected results, performance indicators and targets for each program. Additional information is available on our departmental website[xvi].

Program 1.1: Acquisitions

Through this program, PWGSC is the government's primary procurement service provider offering federal organizations a broad base of procurement solutions such as specialized contracts, standing offers and supply arrangements. The role of PWGSC in this area is to provide timely value-added acquisitions and related common services to Canadians and the federal government.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities To Date*	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
129,817,489	133,917,489	163,882,223	152,781,604	18,864,115

Totals may not add up due to rounding.

*2013–14 Authorities To Date include all authorities, as published in Public Accounts, with the exception of Revolving Funds in-year Drawdown Authorities and Net Authority Provided for which authorization to spend was not requested in 2013–14.

Human Resources (Full-Time Equivalents [FTEs])

2013–14 Planned	2013–14 Actual	2013–14 Difference
1,970	1,796	(174)

Performance Results

Expected Results	Performance Indicators	Target	Actual Results
Fair, open and transparent acquisition that provides best value to Canadians and is delivered effectively and efficiently to the satisfaction of the government and Canadians.	% Government of Canada Spend through PWGSC procurement instruments (Standing Offers and Supply Arrangements).	15%	14.9%* [See note below]
	Proportion of total contracted value awarded competitively.	70%	82%

At this time, approximately 7 departments and agencies have yet to provide the 2013 Procurement Activity Report (PAR) data to TBS and PWGSC which include their use of PWGSC procurement instruments.

Performance Analysis and Lessons Learned

Delivering efficient and effective services remains a key priority for PWGSC and for the Acquisitions Program. Through the Acquisitions Program Transformation (APT), PWGSC continued to make further progress to improve client service, strengthen relationships with suppliers, and streamline the procurement process. Federal procurement was also leveraged to generate socio-economic benefits for Canada by promoting innovation, job-growth, and environmental stewardship.

Another key aspect of the APT is the Digital Program. PWGSC continued to leverage digital technology to establish a modernized approach to the provision of acquisitions services. The Digital Program's electronic tools make it easier for clients to procure the goods and services they need to deliver their programs and easier for suppliers to do business with the federal government. Key examples include the launch on June 1, 2013 of the new Government Electronic Tendering Service (GETS) where all federal government tenders and related documents are available free of charge on *buyandsell.gc.ca*[xvii], the central access point for procurement information based on the principles of Open Data.

PWGSC also launched the process to procure and implement an e-Procurement solution, a highly efficient and streamlined electronic procurement tool that will allow timely and responsive acquisition of goods and services. The e-Procurement solution will provide a flexible platform that builds upon existing solutions and the best practices available in the marketplace to support and drive efficiencies in current business activities as well as enable PWGSC to respond to changes in how business is delivered over time.

The difference between planned and actual spending is mainly due to increased funding for the Build in Canada Innovation Program which was received during the fiscal year, as well as increased employee severance payments resulting from recent collective bargaining agreements.

The planned FTE figure of 1,970 that appears in the 2013–14 Report on Plans and Priorities was based on the assumption that the Acquisitions Program would be hiring employees during the reporting period. However, hiring was limited in 2013–14 due to streamlining of functions and attrition, explaining the variance between the planned and actual FTE count.

Sub-Program 1.1.1: Procurement Services

This sub-program identifies PWGSC as the government's primary procurement service provider offering the federal government a broad base of standard or unique procurement solutions including contracts, standing offers, supply arrangements and procurement tools. The role of PWGSC in this area is to manage contracts for goods, services and construction on behalf of client departments and agencies of the Government of Canada (GC) and includes the management of contractual activities such as planning, acquisitions and contract administration. In general, while the procurement solutions addressed in this sub-program can be complex, they are typically the common, frequently purchased requirements of most departments.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
83,260,562	80,067,528	(3,193,034)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
Was not reported in the 2013–14 RPP	858	-

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Federal departments and agencies are provided with a broad range of procurement solutions including contracts, standing offers, supply arrangements and procurement tools that support timely acquisition and provide value for money to support the delivery of government programs and services.	Overall level of satisfaction of federal organizations.	70%	74%
	% of files of basic/standard risk and complexity awarded within established timeframes as per published service standards. [xviii]	80%	78.2%
	Cost per $100 Acquisitions Branch (AB) Business Volume.	<$0.70	$1.00

Performance Analysis and Lessons Learned

In 2011, PWGSC initiated a review of goods and services in 29 categories. Since then, several National Goods and Services Procurement Strategies (NGSPS) have been finalized while seven were approved and published between 2011 and 2013 including: Professional Services, Janitorial Services, Office Equipment, Communications Services, Civilian Audio Visual Equipment, Clothing and Textiles, and Research and Development. Environmental considerations are addressed in all NGSPS, enabling federal departments and agencies to take these into account when purchasing goods and services.

The Department will continue to develop and implement NGSPS by focusing on early engagement—one attribute of Smart Procurement—with government departments, agencies and suppliers to

better understand their needs in order to align demand and supply. The national procurement strategies are an illustration of how PWGSC is forging strategic partnerships with both government departments and suppliers. The types of solutions developed under the NGSPS process are integral to PWGSC's commitment to helping government departments and agencies achieve efficiencies through the management of government-wide operational requirements, consensus on strategic procurement direction, and coordinated delivery and operational services. The goal is to help departments be as efficient and effective as possible and enable suppliers with more streamlined processes and clear requirements to meet government program objectives.

With respect to the "Published Service Standards" performance indicator, this new measure was adopted for 2013–14 to reflect new procurement processes related to the anticipated level of risk and complexity of procurements that was implemented in 2012. The Acquisitions Program continues to refine the process and is providing additional support to its staff to ensure that files are classified under the correct level of complexity and that processes are adhered to in accordance with the policy.

Regarding the "Cost per $100 Acquisitions Branch (AB) Business Volume" performance indicator, the net expenditures for the Acquisitions Program (NCR and Regions) have remained relatively constant year over year. The result however has been affected by a significant drop in the value of business volume which was $14.87 billion in 2011–12 and $11.46 billion in 2013–14.

There is no significant difference between planned and actual spending as it represents 3.8% of planned spending.

Sub-Program 1.1.2: Customized/Unique Procurement Services

This sub-program identifies PWGSC as the government's procurement provider for customized procurement solutions including industry consultations, market surveys, conducting complex competitive solicitations and contract negotiations, award and management of contracts including legal agreements. Often such procurements include a wide range of technically complex systems and services, are unique, high in dollar value and are long-term agreements. Because of the complexity and the nature of the requirement [the procurement of goods and services] they usually require early involvement of PWGSC procurement specialists in the definition phase of the program and require dedicated procurement teams in the implementation phase of the procurement strategies. Since these procurements may be sensitive in nature and/or require a multi-phased approach, risk management, performance management, financial management and change management are all important aspects of the overall project management regime.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
14,124,496	12,566,186	(1,558,310)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
Was not reported in the 2013–14 RPP	343	–

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Federal organizations are provided with comprehensive procurement and contract management services to deliver customized and innovative goods, addressing risk management, performance management issues in the overall project management regime.	Proportion of complex competitive files following a formalized PWGSC procurement plan that are within 20% of the current and agreed to project schedule.	80%	N/A—Results for this measure will not be available for this reporting cycle. A new measure for this activity is being developed.

Performance Analysis and Lessons Learned

The GC's new Defence Procurement Strategy (DPS or Strategy) was launched in February 2014 by the Minister of Public Works and Government Services and the Minister of National Defence to fulfill the government's commitment to better ensure that purchases of defence equipment create economic opportunities for Canadians and that defence procurement outcomes improve. The DPS has three key objectives: delivering the right equipment to the Canadian Armed Forces (CAF) and the Canadian Coast Guard in a timely manner; leveraging purchases of defence equipment to create jobs and economic growth in Canada; and streamlining defence procurement processes.

The DPS is being implemented in a phased manner. During early 2014, information sessions were held across the country to ensure that industry stakeholders are engaged and informed about the Strategy and its implementation. These sessions were well received and indicated Canadian industry's support for the DPS. An independent arm's length interim Defence Analytics Institute was also established and, once made permanent in 2015, will support the government's objectives for the DPS, the review and development of Key Industrial Capabilities, and the evaluation of the Strategy. PWGSC will continue to work in partnership with various government departments and the Strategy's various stakeholders as its implementation continues.

In 2013–14, the National Fighter Procurement Secretariat (NFPS) continued to implement the GC's Seven-Point Plan to replace Canada's CF-18 fleet of fighter jets. Highlights include the release of several reports including: the 2013 National Defence Annual Update, the Independent Review of the Annual Update by Raymond Chabot Grant Thornton, and the third report by Industry Canada on Canadian Industrial Participation in the F-35 Joint Strike Fighter Program.

The National Shipbuilding Procurement Strategy (NSPS) received positive findings and observations by the Auditor General (AG) in his fall 2013 report. The report indicated that the NSPS shipyard selection process resulted in a successful and efficient arm's length process, independent of political influence, carried out in an open and transparent manner; and that the NSPS model should be applied to future major capital acquisitions. The AG Report concluded that:

> "...National Defence, Public Works and Government Services Canada (PWGSC), Industry Canada, and Fisheries and Oceans Canada have designed and are managing the National Shipbuilding Procurement Strategy (NSPS) in a way that should help sustain Canadian shipbuilding capacity and capability. In addition, the NSPS should help the government to procure federal ships in a timely, affordable manner, consistent with the build-in-Canada shipbuilding policy."

Several large vessel contracts were awarded in 2013–14 including the Arctic/Offshore Patrol Ships Definition Contract and the Offshore Fisheries Science Vessel Construction Engineering Contract. For small vessels, the Government announced funding of up to $488 million to procure new vessels for the Coast Guard Fleet. A third-party expert was also engaged to provide independent advice to support decision-making regarding the NSPS projects.

The NSPS is now in year three of a 30-year process and in its fourth stage of a five-staged approach with the designs being finalized for the initial ships to be built. In consultation with the shipyards (Irving Shipbuilding Inc. and Vancouver Shipyards), the Government of Canada is proceeding with a "design-then-build" approach that ensures design work to be completed before proceeding with construction. The two selected shipyards have undertaken significant upgrades to be able to build new ships effectively and deliver best value to the government.

A system to track schedule variance for a large number of complex projects from a central database is not currently in place within the Acquisitions Program. The Program is moving to adopt a new indicator for 2015–16 which is more reflective of the degree of engagement and cooperation between the PWGSC-AB and its clients in advancing large complex procurements within the overall project management regime.

The difference between planned and actual spending is mainly due to increased revenues as a result of improving revenue collection at year end, offset by increased employees' severance payments resulting from recent collective bargaining agreements.

Sub-Program 1.1.3: Strategic Acquisition Support Services

This sub-program identifies PWGSC as the government's primary steward of government acquisitions providing the federal government and suppliers with a well-functioning acquisition system. As such, PWGSC ensures effective management of the acquisition function by: providing direction and guidance to stakeholders; overseeing the development and deployment of government-wide strategies, designing processes and tools to preserve the integrity of the

acquisition system; and maintaining the system's relevance and focus on the evolving needs and resource realities of federal departments and agencies, and the capacities of supplier communities.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
32,724,811	52,954,030	20,229,219

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
Was not reported in the 2013–14 RPP	384	-

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Prudent use of federal resources, effective and efficient acquisition practices, and fair access to government business.	Proportion of Addressable GC Spend addressed by Procurement Strategies.	25%	Results expected during Q2 of fiscal year 2014–15
(Client Engagement Strategy [CES]) Procurement Strategies for Goods and Services.	Overall level of supplier satisfaction with the Office of Small and Medium Enterprises (OSME) information sessions.	85%	96.7%

Performance Analysis and Lessons Learned

PWGSC has a strong framework in place to support accountability and integrity in its procurement transactions, with strong governance, codes of conduct, fairness monitoring, audits, financial controls and internal investigations. Over time, numerous measures have been put in place demonstrating the Department's commitment to protecting the integrity of its operations. Continuing with these efforts, the Department implemented new measures. These include nine new offences that render convicted suppliers ineligible to do business with PWGSC; similar rules for suppliers who have received foreign convictions similar to the Canadian convictions or who have pleaded guilty and have been conditionally or absolutely discharged of criminal offences; a 10-year mandatory ineligibility period for suppliers who have been convicted or have pleaded guilty to offences listed in the PWGSC Integrity Framework; and a requirement that suppliers bind their subcontractors to the same terms and conditions outlined in their contract or lease agreement with PWGSC.

The Department continued to enhance the government's procurement function by releasing and maintaining comprehensive policy instruments that respond to and respect the Government's national strategic direction, as well as Canada's international and domestic trade obligations, socio-economic and environmental objectives while ensuring the integrity of the procurement process. For example, the Comprehensive Land Claims Agreements (CLCAs) are designed to

enhance economic opportunities of the Aboriginal group benefiting from the agreement through federal procurement obligations.

Policy instruments also support PWGSC's efforts to make its procurement function more effective, efficient and responsive to the needs of suppliers and client departments and agencies. In 2013–14, policy notifications to support the implementation of the DPS were developed and released including, for example, a policy notification to provide information on the changes to the procurement review process for procurements governed by the DPS. The Canadian Content Policy was also amended in support of the DPS.

The Build in Canada Innovation Program (BCIP) was launched in 2010 as a pilot program to connect Canadian companies, including smaller ones, with federal departments and agencies that have a need for innovative products and services. To build on the early success of this pilot program, Economic Action Plan 2012 allocated additional funding for five years, starting in 2013. As of 2016, $40 million will be permanently dedicated to the BCIP annually. The program also now includes a military procurement component. In 2013, the fourth Call for Proposals, which includes a military component, was announced. A total of 277 proposals were received and results were announced in June 2014. To date, 72 contracts are in place.

The variance between planned and actual spending is mainly due to increased funding for the BCIP ($5.4 million), increased employee severance payments ($3.4 million), and a transfer of funding from the Procurement Services Sub-Program ($6.7 million).

Sub-Program 1.1.4: Seized Property

This sub-program identifies PWGSC as responsible for providing services to support the federal government to responsibly manage the disposal of surplus moveable or seized goods in a manner that is transparent, financially sustainable and provides best value to the government.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
1,216,858	2,540,425	1,323,567

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
Was not reported in the 2013–14 RPP.	83	-

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Best value obtained for seized property declared forfeited by the Courts.	Percentage of seized property sales obtaining 90% of appraised asset value.	90%	91.7%
	Percentage of clients satisfied with advice.	85%	96.3%

Performance Analysis and Lessons Learned

The Seized Property Management Directorate (SPMD) of PWGSC manages assets seized or restrained under specific sections of the Criminal Code, the *Controlled Drugs and Substances Act* and the *Proceeds of Crime (Money-Laundering) and Terrorist Financing Act*. Seized property may include items such as cash, equities, loans, bank accounts, life insurance policies, personal loans and mortgages, vehicles, motorcycles, boats and aircraft. Managing assets obtained from criminal activities is increasingly complex. Over the past years, PWGSC has had to manage assets which were partially forfeited to the federal government, requiring more involvement with accused individuals, legal services, third parties and at times other levels of government. PWGSC also provides advice to police agencies and Crown prosecutors prior to seizure on the value of target assets and the estimated costs of management.

In 2013–14, 92% of sales of seized property obtained 90% or more of the appraised asset value. 96% of clients were satisfied with advice provided by SPMD, exceeding the established target of 85%.

The difference between planned and actual spending is mainly due to increased employees' severance payments resulting from recent collective bargaining agreements.

Sub-Program 1.1.5: Marine Inspection and Technical Services

This sub-program was removed from the Program Alignment Architecture (PAA) structure because it was terminated.

Sub-Program 1.1.6: Shared Travel Services Initiative

This sub-program identifies PWGSC as responsible for providing government-wide common and standardized tools to simplify and efficiently manage and reduce the cost of government travel, as well as supporting enhanced transparency, accountability and financial reporting for government travel.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
687,573	1,457,609	770,036

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
Was not reported in the 2013–14 RPP.	19	-

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
SCnet based travel services and travel information meet the needs of federal workers and program managers.	Percentage of client satisfaction.	81%	81%
	Percentage of GC entities adopting STS services.	93%	93%
	Percentage implementation of EMT in client departments processing travel claims.	91%	99%

Performance Analysis and Lessons Learned

In 2013–14, PWGSC began the transition to a new GC travel solution to be implemented as of April 1, 2014. Its objective is to provide high-quality travel services to GC employees within an integrated travel management system that enables departments to manage travel more efficiently and maintain the GC's priority of transparency and accountability. These services include travel cards, a travel call centre, an online booking tool, a travel authorization and expense management tool and reporting capabilities for all departments and agencies that choose to participate in Shared Travel Services (STS). Key improvements, to name a few, that can be expected in the new travel management solution include: guaranteed lowest cost fares on-line, lower transaction fees compared to the previous solution, on-screen evaluation of travel alternatives and green options.

In 2013–14, STS met its established targets with regards to client satisfaction and the percentage of GC entities adopting STS services. The percentage of client departments processing travel claims through the Expense Management Tool (EMT) was 99%, exceeding the established target of 91%.

The difference between planned and actual spending is due to reduced revenue related to government travel in addition to changes in air/rail travel management whereby travel card rebates are allocated to service recipients and no longer consolidated under PWGSC.

Sub-Program 1.1.7: Canadian General Standards Board

This sub-program identifies PWGSC as responsible for providing a client-centered, comprehensive development of standards and conformity assessment services in support of the economic, regulatory, procurement, health, safety and environmental interests of government, industry and consumers.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
987,616	1,576,723	589,107

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
Was not reported in the 2013–14 RPP.	29	-

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Federal organizations, industry and consumers have access to standards development and conformity assessment services in support of their interests.	Percentage of standard projects completed within agreed budget and time.	85%	100%
	Percentage of products and services certified within specified timeframe.	85%	84%
	Level of clients' satisfaction with CGSB's conformity assessment services.	70%	91%

Performance Analysis and Lessons Learned

The Canadian General Standards Board (CGSB) offers a wide range of standards development services, including the development of National Standards of Canada (NSC), CGSB standards, and Government of Canada (GC) Standards. It also supports the development of International (ISO) Standards through the National Standards System coordinated by the Standards Council of Canada.

In 2013–14, the CGSB published several standards including: a standard for Research Ethics Oversight of Biomedical Clinical Trials, one for Bulk Packaging of Computer Equipment, and several fuel and textile standards. CGSB also completed the rationalization of its standards collection, reducing it from approximately 1,000 standards in 2008–09 to 300 National and CGSB Standards, and 60 GC Standards, and is now considered manageable, more sustainable, and relevant. The CGSB is refocusing its services to better serve other government departments and agencies.

The CGSB initiated work on its ISO 9001 and ISO 14001 certification in order to focus its services primarily to meet the needs of federal government departments and agencies, while continuing to provide services to private-sector organizations that directly support government policies, programs or procurement.

In 2013–14, 100% of standard projects were completed within agreed budget and time, exceeding the target of 85%. 91% of clients were satisfied with CGSB's conformity assessment services, exceeding the established target of 70%. With respect to the "products and services certified

within specified timeframe" performance indicator, the contract for laboratory testing was delayed until November, resulting in an inability to access the required services. Despite this delay, which meant that all laboratory testing was conducted between November and March, the CGSB was still able to certify 84% of the products and services within the specified timeframe.

The difference between planned and actual spending is mainly due to revenue collection delays from clients in instances where project work was completed. These revenues will be collected in the next fiscal year.

Sub-Program 1.1.8: Crown Assets Distribution

This sub-program identifies PWGSC as responsible for providing services to support the federal government to responsibly manage the disposal of surplus moveable or seized goods in a manner that is transparent, financially sustainable and provides best value to the government.

Budgetary Financial Resources (dollars)

2013-14 Planned Spending	2013-14 Actual Spending	2013-14 Difference (actual minus planned)
915,573	1,619,103	703,530

Human Resources (FTEs)

2013-14 Planned	2013-14 Actual	2013-14 Difference
Was not reported in the 2013-14 RPP.	80	-

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Best value obtained for the disposal of surplus moveable goods.	Percent of book value obtained on disposal of moveable capital assets.	100%	100%

Performance Analysis and Lessons Learned

PWGSC has transformed its role in the area of disposing of surplus Crown assets over the past six years by modernizing GCSurplus and making it a relevant, leading edge business entity that generates millions of dollars in revenues annually. This was achieved by ensuring that key stakeholders were involved in the process and that industry best practices were followed. The new business model leverages technology and is scalable to meet the increasing volumes of customers, client departments and sale listings. The transformed GCSurplus provides improved service to client departments and to the Canadian public with faster, easier and more efficient processes both for organizations selling assets and for those who buy them.

These efforts resulted in PWGSC receiving the 2014 Canadian Government Executive Leadership Award which recognizes and celebrates important leadership achievements in providing improved public service at lower cost.

The difference between planned and actual spending is mainly due to increased employee severance payments resulting from recent collective bargaining agreements.

Program 1.2: Accommodation and Real Property Services

PWGSC provides federal departments and agencies with safe, healthy and affordable office and common use accommodation that supports the effective delivery of their programs and services. The Department acts as steward for various public works such as buildings, bridges and dams, and national treasures such as the Parliamentary Precinct and other heritage assets across Canada. PWGSC also provides other federal departments and agencies with responsive and cost-effective real property services.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities To Date*	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
1,978,270,455	2,117,125,407	2,207,175,179	2,111,237,753	(5,887,654)

Totals may not add up due to rounding.

*2013–14 Authorities To Date include all authorities, as published in Public Accounts, with the exception of Revolving Funds in-year Drawdown Authorities and Net Authority Provided for which authorization to spend was not requested in 2013–14.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
3,853	3,531	(322)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Federal organizations have affordable office accommodations and facilities that support the delivery of their programs that respect Government of Canada office space standards.	A more efficient use of office space as measured by m² allocation per person.	18.9 m²/person (target was amended to 18.4 m²)	18.5 m²/person
	Affordability of office space as measured by cost per m².	$323/m²	$332/m² rental rates were higher than expected
Federal organizations and the Parliament of Canada receive responsive and cost-effective real property services in support of the effective delivery of their programs and services.	Percentage of Real Property projects >$1M that are on-time, on-scope and on-budget.	90%	98%
	Dollars spent in private sector for each dollar that we spend internally on billable labour/ Increased Private Sector Leverage (Blend).	>=11	12
Strategically-managed real property portfolio that maximizes economic benefit and minimizes short and long term liability.	Maintenance and recapitalization costs as a percentage of portfolio replacement cost. (Facility Condition Index). Use of the Facilities Condition Index identifies potential maintenance and recapitalization expressed as a percentage of the building's value. It is used to express a building's relative condition and future funding needs.	<10%	11.3%
	Percentage of vacant marketable Crown-owned office space.	<=5%	2.2%
Essential property management services ensure an ongoing safe and secure environment for the operation of Parliament 24 hours of the day.	Number of hours per annum that essential property management services are not provided for ongoing operation of Parliament.	No more than 48 hours, or 2 days per annum.	9 hours

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to ensure that the right resources are in the right place at the right time to provide a high standard of service delivery to our real property clients. We continued to successfully partner with the private sector allowing for flexible delivery of specialized services. PWGSC worked on implementing better information systems which will contribute to enhance operational performance through more accurate and integrated reporting, business intelligence and informed decision making.

PWGSC maintained a higher than targeted result for delivering Real Property projects on-time, on-scope and on-budget that were valued higher than $1 million. The final result for the average m² allocated per person is slightly above the target; however, based on forecasts, future space

reductions and space recapture activities, we are confident that in the next fiscal year we will continue to see a normal downward trend in space utilization.

PWGSC continued to be a responsible steward of our portfolio of engineering assets (bridges, dams, wharves, the portions of the Alaska Highway under PWGSC custodianship and the Esquimalt Graving Dock), ensuring ongoing service and safety, while protecting taxpayer investments. We continued to deliver projects on time, on budget and within scope while demonstrating due diligence and appropriate oversight.

The remediation of the Sydney Tar Ponds and Coke Ovens has been completed. The success of this award-winning project has yielded long-term environmental, economic, and social benefits for Nova Scotians, First Nations Communities and all Canadians.

All major projects within PWGSC's Long Term Vision and Plan to rehabilitate buildings in the Parliamentary Precinct have remained on time, on budget and within scope.

There is no significant difference between planned and actual spending as it represents 0.3% of planned spending.

The difference in the human resources table is due to the reduction in staffing of non-essential vacant positions.

Sub-Program 1.2.1: Federal Accommodation

This sub-program meets the accommodation needs of federal organizations by providing and maintaining a cost effective portfolio of office facilities and common use assets. This sub-program is composed of two primary activities: the provision, on an obligatory basis, of general-purpose accommodation and common use space to support the delivery of government programs; and optimization of real property investments in direct support of the provision of accommodation.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
1,523,112,964	1,514,395,445	(8,717,519)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
1,452	1,150	(302)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Strategically manage a portfolio of federal accommodation assets that supports government program delivery while maximizing economic benefit.	Percentage return on investment (ROI) for Crown-owned office assets.	5% to 8%	4.02%
Federal organizations receive appropriate solutions for their accommodation requirements and priorities.	Percentage of Occupancy Instruments (OIs) created during current fiscal year for more than 25 employees that meet the OAF (space allocation limits).	70%	71.2%

Performance Analysis and Lessons Learned

PWGSC leads the Government of Canada Workplace 2.0 Initiative, supporting the sound stewardship of federal real property assets, and modernizing the public service workplace to help employees work smarter, greener, healthier and, ultimately, to better serve Canadians.

Of the 757 occupancy instruments created during 2013–14, 539 were compliant with the Office Accommodation Framework (OAF) (space allocation limits). All occupancy instruments are reviewed for compliance with the standards, however in some cases the lowest cost to the Crown based on a cost analysis takes precedence over applying the space allocation limits standards.

During 2013–14, PWGSC implemented a number of measures in response to reports concerning billings for repair and building maintenance through a third-party service provider. Detailed Management Action Plans were developed to bring about continued improvements and enhanced measures for oversight and management. These Management Action Plans resulted in increased oversight to protect taxpayer interests including an enhanced Quality Monitoring process for subcontracting and a more stringent financial reconciliation.

As a centre of expertise and trusted advisor to the Government of Canada, in the life cycle management of real property, PWGSC continued to provide innovative solutions and oversight to ensure that federal infrastructure remains safe and secure.

The plans for the consolidation of the National Defence Headquarters at the Carling Campus in the National Capital Area (NCA) were finalized in 2013–14 with a view to fulfilling the Government of Canada's commitment to bring together 8,500 Department of National Defence (DND) staff and members of the Canadian Armed Forces (CAF). This consolidation will realize savings of $750 million over 25 years and improve the effectiveness of DND operations, while demonstrating the adoption of the new Government of Canada accommodation standards that provide a healthy and collaborative work environment.

The difference between planned and actual spending is mainly due to increased rent revenues resulting from greater tenant demand than planned; additional space was provided by PWGSC and charged to tenants.

The difference in the human resources table is due to the reduction in staffing of non-essential vacant positions.

Sub-Program 1.2.2: Federal Holdings

This sub-program manages a diverse portfolio of federal facilities under the purview of the Minister of PWGS. It includes various components that are grouped for reporting purposes. They include the stewardship and management of major engineering assets and wharves as well as the development of strategies for their divestiture. Other components include: appraisals for all acquisitions, dispositions and transfers of real estate, as well as the maintenance of related guidelines and policies; authoritative interpretation of expropriation legislation and regulations and the implementation of the expropriation process on behalf of the federal government; the provision of space to support the delivery of federal government programs through the steward-ship and management of special properties (predominantly conference and training facilities); the administration, capital management and leasing services for residential housing units in the Northwest Territories and Nunavut to support the delivery of federal government programs; a leadership role within the federal government regarding advice, training and consultation with respect to real property and the related impact on First Nations issues; and, the Surplus Federal Real Property Homelessness Initiative (SFRPHI) aimed at preventing and reducing homelessness across Canada by making surplus federal real property available as non-cash contributions.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
185,758,158	173,093,684	(12,664,474)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
21	21	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Strategically manage a portfolio of federal holdings assets (marine structures, and land transportation) that minimize short and long-term liability.	Decrease in number of assets rated as high risk.	3	4

Performance Analysis and Lessons Learned

In 2013–14, with the Engineering Assets Strategy Program of Work, PWGSC started the replacement or rehabilitation of five major bridges and dams. PWGSC continued to be responsible for a portfolio of engineering assets that includes: bridges, dams, wharves, portions of the Alaskan Highway under PWGSC custodianship and the Esquimalt Graving Dock (EGD). PWGSC completed stakeholder discussions and public information sessions on the EGD sediment

remediation project. PWGSC successfully implemented three remediation contracts on time, on budget and within scope for Phase 1 sediment remediation, totaling $65 million.

We continue to mitigate the risk of all assets and exceeded by one the 2013–14 reduction target of three for high risk assets. The rating of the following four such assets has been reduced from red to yellow: (1) Chaudière Crossing, (2) Kingston Dry Dock and Museum, (3) Burlington Lift Bridge, and (4) LaSalle Causeway.

The difference between planned and actual spending is mainly due to reduced spending because of revised project schedules on major initiatives such as: bridge crossings, dam complexes, and specialized assets.

Sub-Program 1.2.3: Professional and Technical Services

This sub-program is the delivery arm for the Federal Accommodation program and the Federal Holdings program of PWGSC. The Department also provides real property services to Other Government Departments (OGDs) on a fee for service basis. Services fall into three broad categories: advisory, project delivery, and property and facility management.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
10,000,000	(4,335,666)	(14,335,666)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
2,280	2,259	(21)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Federal organizations receive responsive and cost-effective real property services in support of the effective delivery of their programs and services.	Percentage of Real Property Federal Accommodation and Holdings (FAH) projects >$1M -budget.	90%	97%
	Percentage of Real Property OGD projects >$1M that are on-time, on-scope and on-budget.	90%	98%

Performance Analysis and Lessons Learned

PWGSC continues, as the government's Corporate Real Estate organization, to leverage the private sector, providing value for money in its delivery of services to clients, while remaining agile. Preparations are well advanced for the procurement of new service contracts to replace those that will expire on March 31, 2015.

PWGSC's Integrity Framework helps to ensure that the Department does business with companies that respect the law and act with integrity. A dedicated unit within the Real Property Branch was established to enhance quality monitoring and performance management capabilities.

PWGSC provided expert advice and guidance to move forward on major transformational initiatives such as the Correctional Service of Canada's major investment under *Bill C-25 (Truth in Sentencing Act)*.

The five-year historical trend analysis of the Client Barometer shows a 36% increase in client satisfaction. (As part of PWGSC Client Service Strategy, the Client Barometer allows the Department to measure the success of its relationship with OGDs and address areas of concern).

The difference between planned and actual spending is mainly due to the timely receipt of payments therefore not requiring access to the contingency of $10 million.

The difference in the human resources table includes staffing delays, vacant positions being removed and retirements not being replaced.

Sub-Program 1.2.4: Disposition Incentives

In June 2011, as part of its savings initiatives, the Department terminated the Disposition Incentives program.

Sub-Program 1.2.5: Payments in Lieu of Taxes

This sub-program administers the Payments in Lieu of Taxes (PILT) program on behalf of the Government of Canada by issuing payments to taxing authorities under the authority of the *Payments in Lieu of Taxes Act*. Local taxing authorities benefit through receipt of payments, which compensate them for the services they provide federal property located in their jurisdictions.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
5,500,000	5,976,937	476,937

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
53	54	1

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Local taxing authorities receive fair, equitable, and predictable payments on behalf of the Government of Canada, as contribution to the cost of local government.	Percentage of properties for which Payment in Lieu of Taxes payments are made and accepted by taxing authorities.	99%	99%
	Percentage of tax year Payment in Lieu of Taxes payments that have been finalized by March 31.	90%	99%

Performance Analysis and Lessons Learned

Performance targets for this sub-program were met or exceeded.

As of March 31, 2014, the PILT Program completed over 99% of all payments to municipalities, amounting to $534,962,700 paid to 1,235 taxing authorities.

In 2013–14, the PILT Dispute Advisory Panel received requests for review on 185 properties out of the approximate 23,000 on which PILT was paid.

The difference between planned and actual spending is mainly due to the spending on corporate costs such as severance payments, other employee related benefits and collective agreement salary increases.

Sub-Program 1.2.6: Parliamentary Precinct

This sub-program provides effective property and facility management services to the Parliament of Canada. The buildings and grounds of the Parliamentary Precinct are defined as the premises which the Senate, the House of Commons and the Library of Parliament occupy, including those enabling Senators and Members to perform their parliamentary work and the related premises and grounds required to support that work (excluding constituency offices). The Minister of PWGS is the official custodian of the buildings and grounds and is responsible for their care, upkeep, structural integrity and appearance, for the management of major renovations and new construction as well as for provision of general purpose accommodation.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
320,563,597	364,604,466	44,040,869

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
47	47	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Long Term Vision and Plan for the Parliamentary Precinct.	Parliamentarians have safe, modern facilities that support their work and Parliament Hill is restored as the cultural centre of Canada's federal government, to the benefit of all Canadians.	Under the LTVP First Five-year Program, 2007–12, 90% of projects are to be delivered on time, on budget and on scope.	95% of projects were delivered on time, on budget and on scope.
Essential property management services ensure an ongoing safe and secure environment for the operation of Parliament 24 hours of the day.	Number of hours per annum that essential property management services are not provided for ongoing operation of Parliament.	No more than 48 hours, or 2 days per annum.	9 hours

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to advance work under the Long Term Vision and Plan (LTVP) for the rehabilitation of buildings in the Parliamentary Precinct upholding the Government's commitment to preserve our historic Parliament Buildings and providing a safe and adapted environment to Parliamentarians, workers and visitors. The rehabilitations to West Block, Wellington Building, Sir John A. Macdonald Building, East Block, Centre Block and Confederation Building are progressing well on time and on budget.

Treasury Board approval was secured for three submissions, including funding to continue the implementation of major elements of the LTVP. Cost audits were completed for the West Block and the Sir John A. Macdonald Building projects, continuing to demonstrate sound management and effective oversight. The following list identifies major achievements by building, as of March 31, 2014. Links to individual building web pages are provided for more details.

- **West Block**[xix]—Work on courtyard and north court masonry walls was completed. Overall project delivery is 34% completed.

- **Sir John A. Macdonald Building**[xx]—Rehabilitation of the exterior masonry on the heritage building was completed. Overall project delivery is 85% completed.

- **Wellington Building**[xxi]—The interior abatement, demolition and seismic reinforcement were completed. Overall project delivery is 57% completed.

- **East Block**[xxii]—In fall 2013, PWGSC completed the rehabilitation of the Northwest Tower. In the fourth quarter, PWGSC initiated a procurement process to select the prime consulting team to provide architectural and engineering services associated with the 1867 Wing Exterior Rehabilitation project, for award in summer 2014.

- **Centre Block**[xviii]—PWGSC advanced several recapitalization projects including the design work for the Ventilation Towers and East and West Pavilions. In addition, PWGSC has undertaken pre-planning activities as a part of the future major rehabilitation project for the building.

Throughout the lifecycle of a LTVP project, lessons learned are recorded and assembled in a searchable database that is regularly accessed by project managers. Areas benefitting from lessons learned include procurement and construction. LTVP projects continue to remain on time and on budget.

The difference in the financial resources table is mainly due to accessing approved funding throughout the fiscal year to accelerate work on the West Block, East Block, and initiate work on the new IT Parliament Hill Pathway Connectivity project.

Sub-Program 1.2.7: Sydney Tar Ponds and Coke Ovens Remediation Project

This sub-program addresses Canada's commitment to the cost effective and environmentally sound stewardship of joint federal and provincial property. This was reflected in a Memorandum of Agreement (MOA) signed on May 12, 2004, between the Minister of PWGS and the Premier of Nova Scotia wherein the governments negotiated a $400 million cost share agreement legally binding both parties to the remediation of the Sydney Tar Ponds and Coke Ovens Sites. The Sydney Tar Ponds and Coke Ovens Remedial Project was completed during fiscal year 2013–14.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
72,190,688	57,502,888	(14,687,800)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
0*	0	0

*The Remediation Project was completed in 2013–14. Like in 2012–13, no PWGSC FTEs were specifically dedicated to the Project in 2013–14. In accordance with the 2004 MOA, the Province of Nova Scotia assumed responsibility for all lands and operations involved in the project.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The Remediation Project and its components are delivered on time, on budget, within scope and associated risks are managed.	• Project milestones are reached; • Costs are within budget, project remains within scope; • Quality of deliverables meet project standards; • Risk management strategy is implemented.	100%	100%
Standards (air, water, soil, health and safety) are identified, monitored and met and environmental components are monitored regularly and impacts are mitigated.	• Standards are met for monitoring air, water, soil, health and safety (e.g., regulatory and contractual); • Percentage of environmental components monitored; • Percentage of impacts mitigated.	100%	100%
Community is informed, understands the project and its goals, and supports the clean-up efforts.	• Public, local business and other stakeholders have access to timely, relevant information; • Percentage of community involvement in the project and trends in the nature of community feedback; • Percentage of media portraying cleanup as positive.	100%	100%

Performance Analysis and Lessons Learned

As the Remediation Project was completed in 2013–14, this is the final report on the remediation performance. Phase III North Tar Pond (final section) Solidification and Stabilization of Contaminates and Channel Construction were completed ahead of schedule and under cost estimates. For the first time in 100 years, clean water now flows from the top of the Coke Ovens site to Sydney Harbour through the new channels. The component of capping layers on the Tar Ponds and Coke Ovens areas was completed in 2013–14. In recognition of the Project's excellence of the Future Land Use Plan and its impact on the local economy, the Project won the Canadian Urban Institute (CUI) 2012 Brownie Award for Best Overall Project. The CUI 2012 Brownie Awards recognize leadership, innovation and environmental sustainability in Brownfield redevelopment across Canada. The remaining funds in 2014–15 are allocated to PWGSC to perform project close-out activities and due diligence.

The Project was successfully delivered under budget as a result of a strong governance structure, the establishment of clear roles and responsibilities, and effective oversight. This included the use of an independent engineer who provided a third party review of technical, scheduling and financial aspects of the project. In accordance with the 2004 MOA, and the Long Term Maintenance and Monitoring Agreement between the Governments of Canada and Nova Scotia, the Province of Nova Scotia assumed responsibility for all lands and operations involved in the project.

Program 1.3: Receiver General for Canada

This program manages the operations of the federal treasury and maintains the Accounts of Canada. It provides federal departments with an optional financial management system, bill payments services and document imaging.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities To Date*	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
116,907,936	116,907,936	121,121,362	120,686,479	3,778,543

Totals may not add up due to rounding.

*2013–14 Authorities To Date include all authorities, as published in Public Accounts.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
430	461	31

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Timely and efficient issuance of all government payments, provision of deposit detail reports, and central accounting reports.	Average unit cost per payment.	$0.33	$0.32
	Percentage of payments issued through direct deposit.	79%	75.5%
	Percentage of Receiver General payments issued within established timeframes and in the prescribed amount.	99.99%	99.98%
	Public Accounts of Canada posted on the web within 24 hours of tabling in the House of Commons.	100%	100%

Performance Analysis and Lessons Learned

During 2013–14, the Receiver General for Canada continued to ensure the timely and efficient issuance of all government payments, and the provision of deposit detail reports and central accounting reports, thus providing sound government banking, treasury and central accounting services. PWGSC carried out mission-critical functions by managing the operations of the federal treasury through the issuance and settlement of more than 315 million federal and provincial payments and the collection of revenue for all government departments, amounting to over $2.3 trillion in cash flow; producing the government's Monthly Statements of Financial Operations and the annual Public Accounts of Canada.

The Department also continued to focus on integrating service transformations wherever possible as per the departmental Client Service Strategy, by progressing on its Receiver General

Modernization Initiative where treasury, accounting delivery and supporting information technology systems are being reviewed.

PWGSC continued to work with federal departments, financial institutions and associations on both promotional and enrolment activities to support the government's phasing out of cheques in favour of direct deposit. The Department continued to engage Canadians, in collaboration with other departments and agencies as well as financial institutions, and continued to leverage technology to facilitate and increase enrolment in direct deposit. The Receiver General has changed the way it conducts its business in order to ensure that it continues to deliver high quality services in the context of decreasing budgets, at a time when demand for its products and services is increasing. The Receiver General is rising to these challenges by placing client service at the core of everything it does: maximizing new and innovative service delivery channels, such as prepaid cards, VISA debit and Interac e-transfers; reducing costs to deliver better value for money; and working in new ways by leveraging partnerships with the financial services industry.

There is no significant difference between planned and actual spending as it represents 3.2% of planned spending.

The increase in human resources is due to the increase in document imaging business volume activity, which is partially offset by a reduction in staffing requirements.

With regard to performance results, the target for the average unit cost per payment was changed for 2013–14 from $0.29 to $0.33 as changes were applied to the cost-per-payment methodology to reflect changes in the departmental cost recovery framework. The variance between the target for the percentage of payments issued through direct deposit and the actual result is due to decentralized enrolment processes and lack of visibility. However, a revised implementation strategy and plan have been developed. For the performance indicator related to the percentage of payments issued within established timeframes, a small number of provincial payments were released one day late during the first quarter of the fiscal year, due to a technical issue at the print site which has since been resolved.

Sub-Program 1.3.1: Stewardship of Public Money and Accounts of Canada

This sub-program safeguards the integrity of the Consolidated Revenue Fund and the Accounts of Canada on behalf of Canadians (receipt, transfer, holding and disbursement of public money and the redemption and settlement of all payments, production of Public Accounts and monthly statements of financial operations) and develops and maintains Receiver General treasury, accounting and reporting systems.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
112,937,508	118,858,215	5,920,707

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
350	337	(13)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The integrity of the Consolidated Revenue Fund and the Accounts of Canada is preserved on behalf of Canadians.	Number of Public Accounts audit issues raised by the Office of the Auditor General relating to the Receiver General's Consolidated Revenue Fund and the Accounts of Canada functions.	0	0
	Percentage of daily settlement instructions sent, according to schedule, to the Bank of Canada for all outflows from the Consolidated Revenue Fund.	95%	99.8%
	Provide Common Departmental Financial System availability and response time, release management, and client support as per client agreements.	100%	100%

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to maintain the integrity of the Consolidated Revenue Fund and the Accounts of Canada and to provide sound financial management and transparent financial reporting to Canadian taxpayers.

For the fifteenth consecutive year, the Government of Canada received an unmodified opinion from the Auditor General on the Consolidated Financial Statements of the Government of Canada.

The Department advanced its Receiver General Modernization Initiative through the review of treasury, accounting delivery and supporting information technology systems. In 2013–14, PWGSC developed a Statement of Requirements, and produced a revised project plan and reassessed the scope to better align with the TBS-led Government of Canada Financial Management Transformation Initiative. Our aim is to modernize and maintain the integrity and sustainability of critical government-wide treasury and accounting functions and enhance accessibility to government-wide accounting information.

PWGSC has put in place a Qualified Security Assessor to ensure that all federal departments accepting credit cards are compliant with the mandatory Payment Card Industry Data Security Standards.

PWGSC continued to expand its international direct deposit capabilities to sixteen new countries in 2013–14, bringing the total to 48. Expanding direct deposit in foreign countries is very complex,

due to market, systems and service provision constraints. While the issuance of domestic payments requires adherence to one set of banking rules established by the Canadian Payments Association, issuance of only foreign payments involves complying with a number of different banking rules, for which the Receiver General must continually update its systems to each country's requirements. PWGSC continues to meet these challenges through innovation.

The difference between planned and actual spending is mainly due to an increase in banking fees as a result of the increased use of credit cards in making payments to Government of Canada departments and agencies.

The decrease in human resources is due to a reduction in staffing requirements as a result of a realignment and transformation within the Receiver General.

Sub-Program 1.3.2: Receiver General Services

This sub-program provides optional bill payment services for federal organizations, and maintains operations for a Departmental Financial Management System. Optional services are provided on a cost-recovery basis.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
3,917,244	897,593	(3,019,651)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
17	17	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Access to optional services related to bill payments and a departmental financial management system offering.	Percentage of time bill payment and financial management services are delivered within established timeframes.	100%	99%

Performance Analysis and Lessons Learned

Over the course of the fiscal year, PWGSC continued to provide access to optional services related to image-based and electronic bill payments, and a departmental financial management system offering.

In 2013–14, Bill Payment Services managed the collection of funds on behalf of seven departments, with an estimated volume of 1.4 million transactions totalling $639 million. The Common Departmental Financial System supported 15 small departments and agencies in fulfilling their financial and materiel management obligations.

The difference between planned and actual spending is mainly due to a redistribution of funding in order to mitigate increased banking fee expenditures.

With regard to performance results, there was one instance during the fiscal year where the electronic transfer of bill payment information was delayed due to a technical issue, which has since been resolved.

Sub-Program 1.3.3: Document Imaging Services

This sub-program provides document imaging and data capture business solutions, which include ISO 9001:2008 quality management and certified imaging processing, indexing and secure archiving of paper or electronic records to federal organizations on a cost-recovery basis.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
53,184	930,671	877,487

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
63	107	44

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Access to quality and efficient document imaging services.	Number of paper documents received, processed and imaged by the PWGSC Document Imaging Services.	25 million	31.4 million
	Level of client satisfaction according to annual imaging survey results.	95%	N/A
Access to optional services related to bill payments offering.	Percentage of time bill payment services are delivered as per client agreements within established timeframes.	100%	98%
Timely imaging of documents.	Percentage of documents imaged within established timeframes.	100%	98%

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to provide departments and agencies with access to quality and efficient document imaging services, allowing them to reduce the need to store large volumes of paper documents, reduce operational costs, and meet Library and Archives Canada program requirements.

Over the course of the fiscal year, PWGSC initiated the process to improve Document Imaging Services by migrating to a new software solution to increase automation and cost-efficiency. In

addition, the Department is also in the planning phase to implement a Digital Preservation Service in consultation with Library and Archives Canada to create a reliable and sustainable infrastructure for digital archiving of government documents based on GCDocs, the Government of Canada's enterprise solution for electronic record and document management.

Continuous risk management is in place to develop and deliver all document imaging projects within scope, timelines and budget. Document imaging experts continue to leverage lessons learned from all projects in order to plan our strategies and meet client expectations. The migration to the new Document Imaging software solution identified the importance of integrating the systems and applications currently in place in order to increase the effective implementation of new software solutions and future technologies.

The differences between planned and actual spending, as well as the increase in FTEs, are mainly due to an increase in business volume during the fiscal year.

With regard to performance results, no survey related to client satisfaction with document imaging services was conducted during the fiscal year. Since other feedback mechanisms are in place enabling frequent communications with clients regarding services, it was decided that the survey would be conducted every two years. For the performance indicator related to the percentage of payment services delivered as per client agreements within established timeframes, the result of 98% reflects one instance during the fiscal year where the electronic transfer of bill payment information was delayed due to a technical issue, which has since been resolved. For the performance indicator related to the percentage of documents imaged within established timeframes, the result of 98% was slightly below the target as a result of an unexpected office closure due to severe weather conditions, therefore no processing was possible that day.

Program 1.4: Information Technology Infrastructure Services

Effective August 4, 2011, Shared Services Canada[xxiv] was created, pursuant to s.31.1 of the Financial Administration Act[xxv] and Order-in-Council PC Number: 2011-0877[xxvi]. Shared Services Canada's mandate is to standardize and consolidate information technology services in the federal government in order to reduce costs, improve services, and leverage capacity in the public and private sectors through pooled resources and greater buying power.

In 2012–13, PWGSC transferred to Shared Services Canada the control and supervision of operational domains related to e-mail, data centres and network services, including telecommunications for voice and data, Information Technology (IT) Security and Distributed computing services, along with the associated funding.

The remainder of IT services at PWGSC is reported under the program Internal Services.

Program 1.5: Federal Pay and Pension Administration

This program provides reliable central systems and processes for pay and pension administration to other federal organizations. Through our pay and pension services, PWGSC ensures that federal government employees and pensioners are paid accurately and on time.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities To Date*	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
64,353,442	104,129,440	108,414,408	101,211,263	(2,918,177)

Totals may not add up due to rounding.

*2013–14 Authorities To Date include all authorities, as published in Public Accounts.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
1,602	1,402	(200)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Employees and retirees are paid accurately and on time through reliable and efficient central systems and processes.	Percentage of public service pay and pension [*Public Service Superannuation Act* (PSSA) and *Canadian Forces Superannuation Act* (CFSA)] transactions and pension payments processed within established timeframes.	95%	98.5%
	PWGSC cost per account to administer pay for all Government of Canada employees.	$120	$109
	Government of Canada-wide cost per account to administer pension.	$163	$155.12

Note: Payments to employees and retirees are also dependant on timely and accurate actions by federal government departments and agencies.

Performance Analysis and Lessons Learned

PWGSC continued to ensure that employees and retirees were paid accurately and on time in 2013–14, through reliable and efficient central systems and processes. In addition, this program is undergoing major transformation to modernize systems and improve processes, which will enable us to continue to achieve our expected results.

In 2013–14, PWGSC continued to make improvements to pay administration systems and processes by increasing flexibility and web self-service for managers and employees. The Department deployed a web tool to users across the Government of Canada that automates

the administration of overtime, and new technology and tools were implemented in the Public Service Pay Centre. In addition, the content of Compensation Directives has been strengthened, and work is progressing to improve and standardize service levels.

With regard to pension administration, PWGSC initiated planning for additional web-based pension services, has completed several business process reengineering initiatives and is in the process of implementing procedural changes within the Government of Canada Pension Centre, with the aim of streamlining and improving service to clients.

The Consolidation of Pay Services Project (CPSP) is gradually transferring pay administration services from departments and agencies using the Government of Canada Human Resources Management System (PeopleSoft) to the Public Service Pay Centre within PWGSC. The consolidation of pay services is being completed in multiple waves and stages over a five-year period, from 2011–12 to 2015–16.

The Pay Centre worked closely with the CPSP and Transformation of Pay Administration management to leverage lessons learned from Wave 1 in order to make improvements for Wave 2. The Pay Centre implemented improvements to its service delivery model by leveraging imaging capabilities from Document Imaging Services and continued to draw lessons learned by consulting with its client departments to improve its operations.

There is no significant difference between planned and actual spending as it represents 2.8% of planned spending.

There is a decrease in human resources as a result of delays in staffing as well as a miscalculation in the planned FTEs: the hiring of Wave 2 employees through the CPSP took place halfway through the fiscal year, as planned, however they were counted for the full year in the planned FTEs.

Sub-Program 1.5.1: Pay

This sub-program administers the pay and benefits processes for the Public Service of Canada; develops and maintains computer systems and a national service office infrastructure; and provides training and advice to departmental compensation advisors. This allows departments to administer pay and benefits in accordance with collective agreements and compensation policies.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
96,059,546	90,797,462	(5,262,084)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
720	584	(136)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The integrity of public service pay and benefits administration is maintained.	Timely and accurate processing and updating of government payroll as per schedule.	100%	100%
	Percentage of public service pay and pension related transactions processed within established timeframes.	95%	98.1%
	Number of system operational incidents that significantly disrupt pay and pension payments or affect employees' access to the Compensation Web Applications (CWA).	0	2

Performance Analysis and Lessons Learned

PWGSC continued to ensure that the integrity of public service pay and benefits administration was maintained. Moreover, the Transformation of Pay Administration Initiative will see the replacement of 40-year-old pay systems and processes with a modern solution based on industry standard practices, and the consolidation of pay services to one centre of expertise. This initiative, including the creation of the Public Service Pay Centre in Miramichi, N.B., will ensure the long-term sustainability of the Government of Canada pay administration systems and services.

For the Pay Modernization Project, the majority of the design phase, as well as nearly half of the build phase were completed as planned in 2013–14 including ongoing business transformation, data cleansing, data conversion, and application and architecture activities. For the CPSP, the hiring processes for an additional 197 employees as part of Wave 2 were completed during 2013–14 as planned.

Over the course of the fiscal year, the Department continued to advance electronic payment and pay services by increasing self-service tools through the Compensation Web Applications (CWA), and is making progress in phasing out paper cheques. As of March 2014, 99.5 % of federal public service employees receive their pay through direct deposit.

The difference between planned and actual spending is mainly due to relocation costs being lower than planned and project staffing delays. There is a decrease in human resources as a result of staffing delays and a subsequent revision/validation exercise of planned FTEs.

There is a variance between the target and the actual result for the number of system operational incidents that significantly disrupt payments or affect employees' access to their pay, pension and insurance information accessible through the CWA, as access to CWA was interrupted on two occasions due to required server upgrades.

Sub-Program 1.5.2: Pension

This sub-program administers the pension administration for the Public Service of Canada, including development and maintenance of services, processes and systems, provision of training and advice to compensation staff and employees, and provision of advice to, and liaison with pensioners. This allows departments to administer pensions and benefits in accordance with collective agreements and compensation policies, as well as to fulfill the requirements of the *Public Service Superannuation Act* (PSSA).

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
8,069,894	10,413,801	2,343,907

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
882	818	(64)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The integrity of the *Public Service Superannuation Act* (PSSA) and *Canadian Forces Superannuation Act* (CFSA) pension administration is maintained.	Timely and accurate processing of PSSA and CFSA pension benefits as per schedule.	95%	100%
	Number of system operational incidents that significantly disrupt pay and pension payments or affect employees' access to the Compensation Web Applications (CWA).	0	2

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to maintain the integrity of the *Public Service Superannuation Act* (PSSA) and *Canadian Forces Superannuation Act* (CFSA) pension administration. In addition, the migration of the administration of the Royal Canadian Mounted Police (RCMP) and CAF pension plans to the new pension solution implemented in 2012–13 will decrease the cost of pension administration for the government while improving client service and increasing alignment to common standards and processes.

Over the course of the fiscal year, the Department completed the design and development activities, as well as the test preparation activities for the migration of the RCMP pension plan administration to PWGSC; implementation is scheduled for July 2014, as planned.

The Department also completed 95% of the planning and detailed design phase for Release 1.0 for the migration of the administration of the CAF pension plans to PWGSC, one for Regular Forces and the other for Reserve Forces. Release 1.0 focuses on contributor functionality and

business processes for both plans. This phase was extended by one month due to the complexity of the reserve pension plan. In addition, the planning phase for Release 2.0 was completed during 2013–14, and detailed design is underway. The site selection activities for the Government of Canada Pension Centre satellite office in the National Capital Area for CAF pension administration are underway.

The difference between planned and actual costs incurred is mainly due to: delays in staffing; the realignment of activities related to the migration of the administration of the CAF and RCMP pension plans to PWGSC, and the transfer of information technology infrastructure to Shared Services Canada.

There is a decrease in human resources due to delays in staffing.

With regard to performance results, there is a variance between the target and the actual result for the number of system operational incidents that significantly disrupt payments or affect employees' access to their pay, pension and insurance information accessible through the CWA, as access to CWA was interrupted on two occasions due to required server upgrades.

Program 1.6: Linguistic Management and Services

This program defines the Translation Bureau as a key component of the federal government's service delivery infrastructure. The Translation Bureau is the principal internal linguistic services provider and offers translation, revision, interpretation and other linguistic services for Parliament, the judiciary, and federal departments and agencies. It is also the terminology authority within the federal government and has been mandated to develop terminology standards to ensure clear, uniform and quality communications within government. Moreover, it ensures that there is a sustainable, qualified and secure supply of linguistic resources available to support any linguistic requirements of the government and to support Canada's economic and social agenda. This program is mandated under the *Translation Bureau Act*.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities To Date*	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
70,388,386	70,388,386	73,923,821	61,627,911	(8,760,475)

Totals may not add up due to rounding.

*2013–14 Authorities To Date include all authorities, as published in Public Accounts, with the exception of Revolving Funds in-year Drawdown Authorities and Net Authority Provided for which authorization to spend was not requested in 2013–14.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
1,381	1,397	16

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The Government of Canada is able to operate in both official languages and to communicate with Canadians in the official language of their choice.	Percentage of clients satisfied with services provided by the Translation Bureau.	85%	No surveys were held in 2013.
	Percentage of documents translated and revised for Parliament within the agreed-upon deadlines.	95%	96.99%
	Percentage of clients with a master agreement.	90%	67%

Performance Analysis and Lessons Learned

In 2013–14, the introduction of new technology and social media had a fundamental impact on the PWGSC Translation Bureau's work and on its clients' demands. Like many other organizations, the Bureau had to reinvent itself in order to be more agile and to better manage fluctuations in demand.

PWGSC continued to support the Government of Canada while implementing its Transformation Roadmap to ensure the organization's financial viability by looking for savings through reduced expenses and increased efficiency.

PWGSC also continued to act as the federal government's terminology authority through the Language Portal of Canada and TERMIUM®, the Government of Canada's terminology and linguistic data bank.

The difference between planned and actual spending is mainly due to a change in environment and fluctuating demand. The department responded by lowering salary expenditures (through attrition) and operating expenses, reviewing business processes, reducing fixed costs and increasing the use of technology.

In terms of FTEs, the minor difference is due to the attrition not materializing as planned during 2013–14.

With regard to the performance result related to the percentage of clients with a master agreement, the variance is explained by the fact that numerous clients preferred to do business with the Bureau on a transactional basis rather than to sign a yearly agreement.

Sub-Program 1.6.1: Management of Translation Function

In previous Program Alignment Architecture (PAA), the Management of Translation Function sub-program was linked primarily to the Canadian Language Sector Enhancement Program (CLSEP) activities. As the CLSEP met its objectives, it concluded its activities on March 31, 2013 as originally planned. This sub-program will be removed as of fiscal year 2014–15.

Sub-Program 1.6.2: Terminology Standardization Program

The sub-program establishes terminology and language standards to promote consistency and quality in the government's communication with Canadians and to optimally manage the government's terminology expertise, strengthen the government's role in the language field on the national and international scenes and showcase Canada's collective wealth of linguistic and terminological knowledge.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
9,010,210	12,455,931	3,445,721

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
84	85	1

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
A generally accepted standardized terminology is used within the Government of Canada.	Number of TERMIUM® updates.	20,000	56,748
	Percentage of compliance with the deadline of 30 days to follow up on users' feedback about the terminology content of TERMIUM®.	95%	95.1%
	Minimal number of terminology searches in TERMIUM®.	85M	73.3M
National and international standardization organizations reflect the expertise of the Government of Canada and vice versa.	Number of national and federal standardization committees and international fora at which the Translation Bureau is representing the GC.	35	32
	Percentage of 1 business day deadlines met to respond to terminology queries and requests received by the Terminology Service (commonly called SVP).	95%	98.7%

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to enhance and add content to the Language Portal of Canada, which provides Canadians with free access to a wide variety of language resources and tools, including *TERMIUM Plus®* and *ourlanguages.gc.ca on the go!* It also continued to update the standardized terms in *TERMIUM Plus®* in order to make it easier for Canadians to use the appropriate terminology.

In order to contribute to the standardization of federal terminology, PWGSC continued working with government departments and agencies to produce glossaries and other official linguistic tools that are available on the web. For example, PWGSC developed and published the Social Media Glossary and the Blueprint 2020 Lexicon.

The difference between planned and actual spending is mainly due to the timing of the approval of the Language Portal of Canada 2013–18 through the Roadmap for Official languages 2013–18. The funding for this horizontal initiative, $3.1 million, was approved in November 2013.

Sub-Program 1.6.3: Translation and Other Linguistic Services

The sub-program aims to ensure the provision of quality and cost effective translation, revision, technolinguistics and other linguistic services to the judiciary and federal departments and agencies on a cost recovery basis. The program is mandated under the *Translation Bureau Act.*

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
11,705,073	3,390,742	(8,314,331)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
994	1,006	12

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Departments and agencies benefit from quality linguistic services provided in a closed-security environment to support the requirements of government and Canada's economic and social Agenda.	Percentage of clients satisfied with translation services.	85%	No surveys were held in 2013.
Canadian departments, agencies, and the judiciary are able to fulfill their obligations under the *Official Languages Act* (OLA) to communicate with Canadians in both official languages.	Percentage of agreed-upon deadlines met for translation services delivered to federal organizations.	95%	96.11%
	Total cost of linguistic services/ Total billed time.	$87 per billed hour	$86 per billed hour.

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to provide round the clock translation services for federal departments and agencies, in order to help the government communicate with Canadians by providing timely and quality information in both official languages.

In order to continue reducing the costs for its clients, the Department maximized the use of in-house resources, continued the implementation of its technolinguistic tools, centralized functions and consolidated office space to better use its human and material resources in order to generate significant savings and efficiencies and to provide the government with effective and efficient services.

PWGSC continued its client engagement efforts in order to keep providing outstanding service to its clients, particularly through the Client Working Group on Translation Services, in keeping with its Client Service Strategy.

The difference between planned and actual spending is mainly due to a change in environment and fluctuating demand. The Department responded by lowering salary expenditures (through attrition) and operating expenses, reviewing business processes, reducing fixed costs and increasing the use of technology.

Sub-Program 1.6.4: Translation and Interpretation to Parliament

This sub-program provides timely translation, interpretation and other linguistic services to Parliament. This enables Parliament to function in both official languages and any other languages required. It is managed from a special purpose allotment excluded from the revolving fund.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
37,583,014	35,108,389	(2,474,625)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
254	257	3

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The Parliament is able to ensure equality of status for both official languages by obtaining quality and timely linguistic services.	Percentage of documents translated and revised for the Parliament within the agreed-upon deadlines.	95%	96.99%
	Percentage of events for which interpretation services are provided to Parliament.	95%	100%

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to provide high quality translation and interpretation services to meet Parliament's needs and provided Parliament with services equal to 3,730 days of interpretation and 1,883 hours of subtitling.

As part of its continuous effort to improve delivery of its services, PWGSC started analyzing its translation and interpretation service delivery processes to Parliament in order to implement new translation tools and optimizing its translation and interpretation service management systems to ensure sound management of its resources. It also contributed to the implementation of a parliamentarian interpretation assignment management system in order to optimize processes and to maximize the use of resources. This system is used to manage the workload and assign interpreters to respond to Parliamentary needs.

The Department continued the reform of its linguistic services procurement process for translation and interpretation to make optimal use of contracts and reduce red tape, and meet the Government of Canada's linguistic services needs more effectively.

In September 2013, the Department started integrally captioning the House of Commons proceedings as well as its committees' proceedings that are broadcast on television; and stopped the sign language interpretation of the House of Commons proceedings, as this service is no longer required.

The difference between planned and actual spending is mainly due to reduced salary and contract costs in response to fluctuating demand.

Sub-Program 1.6.5: Conference Interpretation

This sub-program aims to ensure the provision of conference interpretation services in both official languages and other languages to the judiciary and federal departments and agencies in support of the government's operations, official events and missions abroad.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
12,090,089	10,672,850	(1,417,239)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
48	49	1

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The Government of Canada benefits from quality and timely interpretation services.	Percentage of events for which interpretation services are provided.	95%	97.82%

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to provide high quality interpretation services and to enhance its ability to meet the needs of federal departments and agencies in a timely manner so that they can fulfill their mandate and serve Canadians.

The Department offered conference services to 1,772 events, such as visits abroad by the Prime Minister and Ministers or for international conferences held in Canada as well as Supreme Court of Canada hearings. These services were provided at a lower cost compared to similar international government organizations.

Furthermore, the Department continued its efforts to plan for interpretation succession in Canada. A memorandum of understanding has been concluded with Ottawa University, so that Translation Bureau interpreters teach classes within the Conference Interpreting Master's degree offered by the University. As well, the Bureau has implemented an interpreter accreditation system in order to certify interpreters' expertise. This system is highly regarded in the private sector.

The difference between planned and actual spending is mainly due to lower revenues as a result of reduced demand from federal departments and agencies.

With regard to the performance result, it should be noted that the Bureau offers interpretation services to OGDs on an optional basis. For 2013–14, demand from OGDs was less than anticipated. The Bureau used its internal resources at their full potential and managed its use of private-sector suppliers. The drop in demand was reflected in the decreased use of private-sector contracts.

Program 1.7: Specialized Programs and Services

This program provides federal organizations with high quality, timely and accessible specialized services and programs in support of sound, prudent and ethical management and operations.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities To Date*	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
43,890,142	43,890,142	58,780,027	56,443,732	12,553,590

Totals may not add up due to rounding.

*2013–14 Authorities To Date include all authorities, as published in Public Accounts, with the exception of Revolving Funds in-year Drawdown Authorities and Net Authority Provided for which authorization to spend was not requested in 2013–14.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
612.5	648	(35.5)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Federal organizations have access to quality services to improve the management, delivery and safeguard of selected government operations and/or assets while minimizing their impact on the environment.	Percentage of clients satisfied with quality of services.	85%	81.5%

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to contribute to the government's security agenda to protect Canadians and support industry competitiveness by strengthening the Industrial Security Program (ISP). The Department continued to modernize and transform ISP operations resulting in the reduction of red tape, increased portability of security clearances and reduced duplication.

PWGSC continued to support client engagement, apply long-term planning and consult industry, stakeholders and OGDs as well as international partners, and provide quality services.

Engagements in 2013–14 focused on the continued enhancements to the Controlled Goods Program, including the reduction of the Controlled Goods List, the introduction of user fees, and the upcoming changes to the Controlled Goods Regulations.

Through the Forensic Accounting Management Group, PWGSC continued to provide support to national, provincial and municipal law enforcement organizations and other government departments and agencies for expert forensic accounting services, including expert testimony

for criminal investigations. The Department continued to provide services pertaining to proceeds of crime, commercial crime, money laundering, security market fraud investigations and terrorist financing activities.

PWGSC completed the preparations for electronic-only publication of the Canada Gazette (Part I, II and III); and electronic-only access to Government of Canada publications from the Depository Services Program for implementation on April 1, 2014. PWGSC collaborated closely with central agencies to identify opportunities for efficiencies by working with the Privy Council Office (PCO) to implement a new whole-of-government web buy service for priority digital campaigns. Based on the results in this first year, the service will be extended for two more years into 2015–16.

PWGSC continued to provide human resources services, and common human resources (HR) systems to other Government of Canada organizations. The Department continued to work with partner departments in researching and developing policies, strategies and guidance to reduce the environmental footprint of federal government operations. PWGSC is a participant in the Federal Sustainable Development Strategy (FSDS) and continued to contribute to several greening government operations target areas. PWGSC also successfully fulfilled its role as the government-wide coordinating department for FSDS Theme IV, by supporting OGDs in reducing the environmental footprint of their operations as well as producing high-quality implementation and performance reporting guidance documents and offering additional bilateral support to requesting departments.

The difference between planned and actual spending is mainly due to funding received during the year for major initiatives such as the Controlled Goods Program and the Advertising Program, and increased costs related to the retirement of employees, severance payments and workforce adjustments.

The slight difference between the planned and actual FTEs is due to a wide range of factors across diverse program activities such as decreased requirements for staff in some areas, delays in staffing processes and attrition.

Sub-Program 1.7.1: Government Information Services

This sub-program provides information to Canadians on Government of Canada programs and publications and supports the effectiveness of Government of Canada communications activities through the provision of: the Depository Services Program; Crown Copyright and Licensing; Government of Canada Publishing; Public Opinion Research Coordination; Advertising Coordination and Partnerships; the Canada Gazette; and Electronic Media Monitoring.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
21,334,455	20,830,255	(504,200)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
135	118	(17)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians have access to centralized Government of Canada information and federal organizations receive advice to improve delivery of selected Government of Canada communications activities.	Percentage of communications information services meeting established performance targets.	80%	100%

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to strive to modernize its websites and information systems and explored new ways to interact electronically with its clients. All of Government Information Services' (GIS) websites now meet Treasury Board Secretariat's mandatory Web Content Accessibility Guidelines (WCAG) and Common Look and Feel 2.0 (CLF) Guidelines.

After almost 173 years, the printed copy of the *Canada Gazette* came to an end in 2013–14. On March 31, 2014, the PWGSC's Canada Gazette Directorate (CGD)—whose mandate until then was to publish, print and distribute the *Canada Gazette*, Part I, Part II and Part III—commemorated the end of the *Canada Gazette's* paper era and highlighted its transition to an exclusively electronic format.

Apart from this major improvement in the publication of the *Canada Gazette*, PWGSC also continued with service improvements in other areas including: upgrades to its public opinion research and advertising information systems; improvements to the solicitation process and implementation of a new suite of procurement instruments for advertising services; and continued work for a new Integrated Library System (ILS) to better serve our clients.

In addition, PWGSC collaborated closely with central agencies to identify opportunities for efficiencies by working with PCO to implement a new whole-of-government web buy service for priority digital campaigns. Based on the results of the first year, the service will be extended for two more years into 2015–16.

There is no significant difference between year-end actual expenditures and planned spending, as it represents 2.4% of planned spending.

The variance in FTEs is mainly due to several retirements and quicker-than-expected re-assignment of personnel related to Budget 2011 measures.

Sub-Program 1.7.2: Shared Services Integration

This sub-program provides shared corporate administrative support services, on a cost recovery basis, to achieve efficiencies for client federal organizations. Shared Services Integration (SSI) reduces the number of administrative IT systems across government, and purchases, creates, modifies and maintains common GC versions of products, eliminating duplication in individual departments and allowing them to focus resources on key programs. SSI provides the full range of HR services and expertise to small federal departments and agencies, therefore reducing overall investment and risk by government on HR activities.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
3,052,682	7,306,990	4,254,308

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
117	122	5

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Federal organizations have access to high quality, timely and cost-effective corporate administrative systems support and HR services that contribute to a more effective and well managed public service.	Percentage of clients satisfied with services provided by Shared Services Integration.	System Clusters: 80%	75%
		Shared HR Services: 80%	88%

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to collaborate with stakeholders and central agencies to identify opportunities for administrative efficiencies and improve horizontal management of corporate administrative services. Results included advancing the PWGSC suite of services such as: Shared Case Management Services (SCMS), delivering the Human Resources Information System (HRIS) Replacement Project, and advancing its service offering by building an Enterprise Program Management Office (EPMO) for GCDOCS.

Through the Shared Human Resources Services program, PWGSC continued to assist clients in implementing Common HR Business Processes (CHRBP), supporting a GC-wide initiative

to ensure that HR activities are consistently and efficiently carried out in a common manner across government.

PWGSC worked closely with central agencies to align administrative system cluster members with government-wide horizontal initiatives to consolidate, rationalize and standardize back-office corporate systems. The Department continued to be a major component in the government's strategy for internal service transformation by ensuring the clusters' activities support the GC standardization of applications in Information and Human Resources areas.

Client department satisfaction with system cluster services provided was slightly lower than anticipated, due to the impact of the many changes SSI is leading in the area of back office transformation. During this time of change, client expectations for information are high and, as a result, it is challenging to ensure stakeholders at all levels are informed. To address this, we are working to provide targeted, efficient and more effective communications, demonstrating adaptability to the ever-changing technology landscape by maintaining clear and consistent communications at multiple levels within our client base to ensure the impacts and outcomes of the changes are understood by everyone.

The difference between planned and actual spending is due to increased spending on the new Government of Canada human resources computer system that was transferred to PWGSC from TBS.

The variance in FTEs is mainly due to the creation of the EPMO for GCDOCS.

Sub-Program 1.7.3: Government Consulting Services

This sub-program was removed from the PAA structure as the program was terminated. The change came into effect during the 2013–14 Strategic Outcome (SO) and PAA Amendment process.

Sub-Program 1.7.4: Industrial Security Program

This sub-program supports the Government's obligations to protect sensitive and classified information entrusted to the private sector through government contracts awarded by PWGSC and to safeguard controlled goods within Canada from unauthorized possession, examination and/or transfer. It is the government's primary service provider for the delivery of contract security and controlled goods activities. It also supports Canada's economic growth by ensuring security in government contracts and enabling Canadian industry to access classified and sensitive domestic and international opportunities.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
12,419,038	17,665,094	5,246,056

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
289	271	(18)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Classified/protected Government of Canada information and assets are safeguarded.	Percentage of simple reliability screenings processed within 7 business days.	85%	68%
	Percentage of Memorandum of Understanding (MOUs) signed (cost recovery).	90%	94%
High quality and timely services that provide assurance of Canada's industrial security base.	Percentage of Canadian and International Visit Clearance Requests completed within 15 business days.	80%	50%
Controlled goods are protected while in the custody of private-sector companies.	Percentage of controlled goods inspections of new registrants completed within 65 business days.	80%	93%
Controlled goods are safeguarded against unauthorized access.	Percentage of new companies (individuals) registered in the controlled goods program within 35 business days.	80%	72%

Performance Analysis and Lessons Learned

The Department's Contract Security Program had challenges in 2013–14 related to processing security clearance requests within its service standards due to an increased number of requests and a shortage of personnel. Sixty eight percent of simple reliability screenings were processed within the seven business day target and 75% were completed within ten business days. An action plan was put in place to improve performance.

Visit clearance targets were also not met due to staffing shortages. Streamlining operations throughout the year resulted in improved performance results, and requests were completed within target 89% of the time during the last quarter.

PWGSC completed most of the enhancements to the Controlled Goods Program associated with the Enhanced Security Strategy (ESS) to ensure that it supports the Government of Canada's national security agenda. The enhancements, once completed in 2015–16, will increase the rigour of the security processes related to the safeguarding of controlled goods domestically.

PWGSC completed public consultations on amendments to the Schedule to the *Defence Production Act*, aiming to reduce its size and scope, focusing domestic control on items of strategic significance. Once finalized in 2014–15, this initiative will support the government priority of reducing red tape and compliance burdens on Canadian companies and individuals by reducing the number of items requiring domestic control.

Additionally, PWGSC launched the first phase of consultations on a user fee regime for the Controlled Goods Program, to be implemented in 2015–16. The first phase of public consultations on the introduction of user fees was completed in 2013–14, in accordance with the requirements of the *User Fees Act.*

While the Controlled Goods Program missed one of its targets in 2013–14 due to the implementation of the ESS and an increase in business volumes associated with the National Shipbuilding Project, significant improvements were achieved over the fiscal year. Performance results for the Controlled Goods Program registration increased from 31% in the fourth quarter of 2012–13 to 72% at the end of 2013–14. This was achieved through the implementation of an action plan which will continue into 2014–15.

The difference between planned and actual spending is mainly due to the spending on implementation of the User Fee strategy and business transformation for Controlled Goods Program for which funding was received during the year.

The difference between the planned and actual FTEs is due to decreased requirements for staff and delays in staffing processes.

Sub-Program 1.7.5: Forensic Accounting

This sub-program provides forensic accounting services to national and international governments, law enforcement agencies and prosecution services on criminal investigations in areas such as white collar crime, proceeds of crime, commercial crime, money laundering, securities market fraud, organized crime, illicit drugs, and terrorist activities. The program supports police investigations and prosecutions by providing specialized advice, detailed forensic accounting reports, and expert witnesses testimony on the financial aspects of criminal investigations. The program's goal is to serve the Canadian Criminal Justice system by identifying, analyzing, and explaining complex financial and accounting elements of criminal activities in an objective, independent and non-technical manner, thus helping judges and juries make informed decisions.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
2,716,868	3,396,017	679,149

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
51	45.5	(5.5)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Quality and timely forensic accounting expertise, expert witness and advisory services are made available to internal and external public clients, and other levels of government and foreign governments.	Percentage of expenses recovered from clients.	100%	100%

Performance Analysis and Lessons Learned

In 2013–14, PWGSC continued to provide high quality and timely forensic accounting services to law enforcement agencies and prosecution services across Canada on criminal investigations with financial components. In 2013–14, departmental forensic accountants provided direct assistance on criminal investigations across Canada and testified as expert witnesses in court proceedings. The support, services and expert forensic accounting advice provided by the Department was instrumental in assisting in a number of successful plea bargains or prosecutions in criminal cases.

PWGSC implemented strategies to improve its operations in Forensic Accounting Management Group (FAMG). These include realignment of FAMG's organizational structure, a quality control and quality assurance process, a performance measurement strategy and a professional development program. The Department continued to leverage synergies by applying FAMG expertise on horizontal projects such as due diligence reviews, Foreign Ownership Control and Influence assessments and investigations.

PWGSC also continued to provide quality and timely forensic accounting expertise, expert witness and advisory services to other levels of government and foreign governments.

The difference between planned and actual spending is mainly due to severance payments resulting from recent collective bargaining agreements.

The difference in FTEs is mainly due to unexpected attrition combined with the difficulty in recruiting specialized forensic accountants. FAMG has addressed this issue by creating a professional development program.

Sub-Program 1.7.6: Audit Services Canada

This sub-program was removed from the PAA structure as the program was terminated. The change came into effect during the 2013–14 Strategic Outcome (SO) and PAA Amendment process.

Sub-Program 1.7.7: Greening of Government Operations

This sub-program provides government-wide leadership in greening government operations to be achieved through both effective greening of its own operations and providing government-wide leadership to enable significant reductions in the environmental impact of federal operations.

This is done through the development of policies and guidelines pertaining to environmental stewardship.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
1,950,085	2,174,673	224,588

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
19	19	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Department-wide leadership in facilitating a decrease in the environmental footprint of PWGSC's operations.	Percentage of PWGSC Sustainable Development Commitments met or on track.	100%	60% (or 9/15)
Government-wide guidance supports federal departments in reducing the environmental footprint of their operations.	Percent of FSDS Theme IV targets for which up-to-date guidance documentation exists.	100%	100%

Performance Analysis and Lessons Learned

The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. The government tabled the second FSDS (2013–16) on November 4, 2013.

PWGSC follows the guidelines of the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* and it conducts Strategic Environmental Assessments (SEA) when developing new policy, plan, or program initiatives.

As a department subject to the *Federal Sustainable Development Act*, PWGSC continued to contribute to the FSDS Theme IV "Shrinking the Environmental Footprint— Beginning with Government", notably in the following greening government operations target areas: Green Buildings, Greenhouse Gas Emissions from Federal Operations, Electronic Waste, Printing Units, Paper Consumption, Green Meetings and Green Procurement.

In its role as the government-wide coordinating department for FSDS Theme IV, PWGSC continued to work with partner departments, in-line with our Client Service Strategy, to support them in their implementation efforts. In order to support departments in reducing the environmental footprint of their operations, PWGSC produced high-quality implementation and

performance reporting guidance documents and offered additional bilateral support to requesting departments.

The results observed for the implementation of Theme IV targets show that the Government of Canada has made significant strides in greening its operations. Assessing the implementation progress to date also allowed PWGSC to recognize areas for improvement for the implementation of the second cycle of the FSDS (2013–16). This includes providing departments with more flexibility in achieving targets and simplifying the performance reporting.

PWGSC has met or is on track for 60% of its Departmental Sustainable Development Strategy (DSDS) targets for 2013–14. This is partly due to calculation methodologies for estimates and actual results for some indicators. For several real property commitments, challenges associated with forecasting project completions and environmental assessments contributed to the results shortfalls. With the support of the Office of Greening Government Operations (OGGO), the Department will continue to work to ensure that its performance measurement methodologies are sound and implemented in a consistent fashion for cycle 2 of the FSDS. For additional details on PWGSC's activities to support sustainable development, please see *PWGSC's Departmental Sustainable Development Strategy (DSDS)*—including the Greening Government Operations Table—in Section III (Supplementary Information) as well as the *Sustainable Development website*[xxvii].

The difference between planned and actual spending is mainly due to internal redistribution of spending within PWGSC.

Sub-Program 1.7.8: Ministers' Regional Offices

This sub-program facilitates administrative efficiency and public access by supporting all Federal Cabinet Ministers and their officials through the provision of secure regional offices and administrative support, which enables them to conduct Government of Canada business outside the National Capital Region.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
2,417,014	5,070,703	2,653,689

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
37	37*	0

*The distribution of the 37 FTEs is as follows: 32 FTEs in 16 regional offices across the country; and 5 FTEs in national headquarters (1 director and 4 administrative staff).

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Federal Cabinet Ministers and their officials receive secure accommodations and services through offices located across Canada, enabling them to conduct Government of Canada business outside of the National Capital Region.	Annual operational cost of MROs per client served.	No more than $149.	$143

Performance Analysis and Lessons Learned

In 2013–14, the Ministers' Regional Offices (MRO) Program continued to contribute to the Government of Canada's broad-based agenda by providing assistance and support to Ministers when they conducted Government of Canada business outside the National Capital Region. This included providing shared office space and administrative services to Ministers, their guests and their staff, ensuring efficiency, effectiveness, sound security and cost savings.

A new office was established in Yellowknife, Northwest Territories, becoming operational as of April 2013. Throughout the year, the program managed a total of 16 Ministers' Regional Offices and provided services for 23,937 visits by Canadians to the MROs as well as 829 ministerial visits.

The difference between planned and actual spending is due to funding requirements for existing program costs. Spending has decreased from previous years due to improved operating efficiencies and a more streamlined administrative function.

Program 1.8: Procurement Ombudsman

This program, operating at arm's length from the government, reviews procurement practices across federal departments and agencies, investigates complaints from potential suppliers with respect to awards of contracts for goods and services below a certain threshold, investigates complaints concerning the administration of contracts, and ensures the provision of an alternative dispute resolution program for contracts. This program helps to promote fairness and transparency of the procurement process.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities To Date*	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
4,280,915	4,280,915	4,696,328	4,075,023	(205,892)

Totals may not add up due to rounding.

*2013–14 Authorities To Date include all authorities, as published in Public Accounts.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
29	23	(6)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Increased awareness of fairness, openness and transparency in federal procurement practices.	Percentage of departments, whose practices were reviewed, that have accepted report recommendations.	100%	100%
	Percentage of complaints, within the Office of the Procurement Ombudsman's mandate, that have been addressed.	100%	100%

Performance Analysis and Lessons Learned

The 2013–14 Annual Report of the Procurement Ombudsman provided Parliamentarians and Canadians with information on the Office of the Procurement Ombudsman's (OPO) mandate and services, as well as the results of its work in 2013–14. In keeping with the Government of Canada's greening government initiative, OPO continued moving towards publishing this report mainly in electronic format.

OPO continued to provide an independent and neutral avenue to address complaints from suppliers regarding the award and administration of federal contracts. While all Canadian suppliers benefited, small and medium-sized enterprises, in particular, found a neutral focal point to address their concerns and complaints.

In 2013–14, the Procurement Ombudsman continued efforts to raise awareness of the office's mandate and services with Canadian suppliers. This included town hall discussions across Canada with Canadian suppliers and other federal procurement stakeholders, as well as the publication of articles in trade magazines. OPO also increased its presence on social media platforms and created new web-based tools to facilitate the sharing of information with suppliers and procurement specialists. These outreach activities further allowed OPO to gather information on federal procurement issues from suppliers, associations, procurement specialists and external organizations, as well as to share effective practices with these groups.

In 2013–14, OPO implemented an action plan resulting from the independent Formative Evaluation which evaluated the office's performance and identified areas for further analysis. OPO hired external experts to conduct analysis of the advantages and disadvantages of expanding the office's mandate, which was one of the areas identified for further analysis. The results of the external experts' analysis demonstrated the policy rationale for establishing the mandate of the office remains valid, and as such, the recommendations were to maintain the current mandate of the organization.

The difference between planned and actual spending is mainly due to reduced spending on salaries as a result of delays in staffing.

The difference in planned versus actual FTEs is due to a number of factors including loss of staff due to parental leave and retirements.

Sub-Program 1.8.1: Review of Procurement Practices

This sub-program allows for an independent third party to review government-wide procurement practices and makes recommendations for improvement. The program is important to ensure integrity, transparency and sound management of government's procurement activities.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
2,074,530	2,065,666	(8,864)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
14.5	11.5	(3)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Federal organizations receive impartial, relevant and achievable recommendations.	Percentage of departments, whose practices were reviewed, that have taken action in response to recommendations.	100%	100%

Performance Analysis and Lessons Learned

OPO reviewed the procurement practices of departments and agencies for fairness, openness and transparency, and made recommendations for improvement. To ensure a consistent and successful approach to undertaking practice reviews, OPO strengthened its environmental scanning activities to gather and analyze procurement-related issues, trends and developments. In addition, in 2013–14, an external advisory committee assisted OPO in the preparation of its procurement practice review plan.

In 2013–14, OPO reviewed the procurement practices of the First Nations and Inuit Health Branch of the Department of Health. This review examined the provision of dental services to First Nations in the Manitoba Region. The Department accepted the Procurement Ombudsman's recommendations.

In addition, OPO published a study which analyzed measures used by other jurisdictions to manage vendor (i.e., supplier) performance. The study looked at the approaches of the

governments of the United Kingdom, United States and the Province of Ontario. In doing so, OPO sought to share information on a subject of interest to both the supplier and federal procurement communities. The 2013–14 Annual Report outlines other activities undertaken by the office.

There is no significant difference between planned and actual spending as it represents 0.4% of planned spending.

The difference in planned versus actual FTEs was due to a loss of staff due to parental leave and retirements.

Sub-Program 1.8.2: Supplier Complaints

This sub-program ensures that complaints regarding contract award and administration from potential suppliers and the Canadian public are addressed in a fair, impartial and timely manner by an independent third party. It also establishes a resolution process for contract disputes.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
2,206,385	2,009,357	(197,028)

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
14.5	11.5	(3)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Complaints and contacts addressed in a timely manner.	Percentage of complaints and contacts addressed within the timelines stipulated in the Regulations and OPO's service standards.	100%	100%

Performance Analysis and Lessons Learned

In 2013–14, OPO processed 501 contacts, representing a 36% increase from the previous fiscal year. This increase can be partially attributed to the success of OPO's outreach activities.

In 2013–14, OPO undertook 4 reviews of complaints, representing 100% of complaints that met the legislative criteria of the *Procurement Ombudsman Regulations*. All reviews were completed and reported on within the legislated timelines, and summaries are available on the OPO website and in the 2013–14 Annual Report.

OPO continued to strengthen its operations by focusing on service delivery and by ensuring that each complaint and inquiry made to the office is responded to within 24 hours in a professional, helpful and timely manner. OPO also continued its efforts to help de-escalate federal procurement

issues brought to the Ombudsman's attention in the course of last year, including by providing information to the supplier, acting as an informal facilitator between the department and the supplier, or bringing issues to the attention of the appropriate Deputy Head.

OPO continued to offer dispute resolution services to departments and suppliers. As an independent third party, OPO's team of trained mediators helped to level the playing field and preserve business relationships between federal organizations and Canadian suppliers.

In 2013–14, OPO received three formal requests for dispute resolution services. Of the requests:

- One was declined by the department in question since they had launched an internal investigation;

- One was withdrawn after OPO helped informally broker a resolution between the department and the supplier; and

- One was successfully completed in accordance with the *Procurement Ombudsman Regulations*, which led to a legally binding agreement between the department and the supplier.

The difference between planned and actual spending is mainly due to reduced spending on salaries as a result of delays in staffing.

The difference between planned versus actual FTEs is due to a number of factors, including parental leave and staff departures.

Program 1.9: Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities To Date*	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
210,067,185	210,067,185	263,576,949	239,060,369	28,993,184

*2013–14 Authorities To Date include all authorities, as published in Public Accounts.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
2,583	2,285.27	(297.73)

Performance Analysis and Lessons Learned

In the course of the fiscal year, this Program received additional funds for severance payments as well as for payments to Shared Services Canada for infrastructure support services related to the Desktop Transformation Program, and for various investments in technology.

Financial Management

PWGSC contributed to the achievement of the Government of Canada's agenda by delivering on the following activities:

1. Strong oversight function and financial leadership to ensure value for money in the delivery of program priorities, through continued execution of the Financial Management Framework, Budget Management Excellence, the Departmental Investment Plan and CFO attestation on Cabinet Submissions;

2. Ongoing application of the PWGSC Cost Recovery Framework to ensure that common services are delivered to other government departments and agencies in a consistent, legitimate, transparent and fair manner;

3. Expansion of the reporting capabilities of the Department's Financial and Materiel Management System to ensure that PWGSC efficiently meets the requirements of its business lines and stakeholders. This includes providing the infrastructure and expertise to all stakeholders, including Shared Services Canada, to which financial system services are provided on a cost recovery basis; and

4. Strong oversight over the implementation of approved budget savings measures.

Human Resources Management

PWGSC continued to demonstrate strong leadership while advancing its HR management agenda through the effective management of its workforce and workplace. PWGSC continued to proactively manage deficit reduction initiatives and support the Department's employees, through a high placement rate of affected employees. PWGSC continued to be a leader focused on strengthening workforce capacity and creating a sustainable, healthy workplace while positioning the Department for the future by enhancing the integrated planning approach. Leadership included working with other government departments and agencies to share best practices and tools for successful HR management in these times of fiscal restraint.

PWGSC integrated the Client Service Competency into key HR management activities, including staffing, performance management and learning, to reinforce employee behaviours that contribute to excellence in client service and the development of client service leaders at all levels. PWGSC continued to streamline and modernize its HR infrastructure through the implementa-

tion of the Common Human Resources Business Process and advancement toward the adoption of the Government of Canada Human Resources Management System (PeopleSoft). Processes and tools on Performance Management were updated and communicated across the Department to allow full implementation of the new Directive on Performance Management introduced by TBS. PWGSC completed all the necessary steps to allow the Department to fully comply with the requirements of the Directive for 2014–15.

PWGSC supported Blueprint 2020, undertaking various communications, meetings and other engagement activities. Five priority areas were identified by PWGSC employees and will be further explored in 2014–15: Service to Clients; Our Performance; A Collaborative Workplace; Process-busting; and Whole of Government Contribution.

Information Technology

Throughout 2013–14, PWGSC continued to advance its modernization agenda, increasing efficiencies, promoting greening operations and supporting the Department's sustainable development efforts, while providing consistent Information Technology (IT) services. These achievements were met by applying a strategic approach to the cost efficiency targets established for the Department, which significantly realigned IT services, culminating in a new departmental Information Management (IM)/IT Strategy approved in March 2014, with implementation antici-pated to begin by the end of September 2014. The Information Technology Services Branch (ITSB) continued to provide strategic IT support to PWGSC business, including business and technology risk management, investment priority-setting and business planning to respond to the many issues involved with aging IT systems.

Information Management

PWGSC played a key role in the transformation and the advancement of the innovation agenda, working closely with TBS and SSC to advance the GC-wide implementation strategy for GCDOCS by supporting the development of the business case, functional requirements, and future opera-tional model. PWGSC continued to support government initiatives such as the Email Transforma-tion Initiative (ETI). PWGSC continued to implement the Enterprise Knowledge and Information Management Strategy (EKIMS), working extensively with the IM community to promote EKIMS, making links with the recordkeeping directive and the ETI transformation. Key highlight of the EKIMS implementation was the successful IM Day held in November 2013. Requisite policy changes progressed with the new Departmental IM/IT Governance Framework.

The Department established an inventory of all information repositories, and also reviewed the electronic records within its electronic document management system in order to facilitate the migration to the Government of Canada standard solution for document management.

Communications

PWGSC Communications has worked closely with the Assistant Deputy Ministers, their branches, the Deputy Minister's Office and the Minister's Office to consistently promote the Department's key priorities and activities, and continued to provide strategic and operational

communications to advance governmental priorities, including the National Shipbuilding Procurement Strategy (NSPS), the National Fighter Procurement Secretariat (NFPS), the new Defence Procurement Strategy (DPS), and the Direct Deposit Initiative.

Communications also led internal efforts to improve the Department's web presence through enhanced governance, and the conversion of websites including both internal and external platforms. Communications has also taken the lead in aligning PWGSC's web presence to the Government of Canada Web Renewal Action Plan and preparing the Department to transition to the new Canada.ca website.

Access to Information and Privacy (ATIP)

The Access to Information and Privacy Directorate implemented an eight-point Management Action Plan to address observations raised by the Information Commissioner in her second report on interference with the access to information process. The Department updated its *Policy on Access to Information and Privacy (ATIP) Program* to:

- Clarify the role of ministerial staff in the administration of the *ATI Act* and ensure appropriate access to records in the Minister's office that are relevant to an access to information request and to avoid Ministerial Office interference;

- Emphasize the "duty to assist" requesters; and

- Strengthen the process for reporting and investigating suspected wrongdoing in relation to the *ATI Act* and privacy breaches.

The revised policy was posted on the departmental website and is easily accessible to all PWGSC employees.

PWGSC continued to provide training and support for ATIP liaison officers and employees in the Department in order to respond to Access to Information on time and maintain consistent results in ATI response rates. The Department implemented the action plan developed in 2012–13 which identified opportunities to improve PWGSC's management of personal information by looking at best practices in other institutions and reviewing the Department's privacy breach protocol. The Department continued to increase employees' awareness with regards to the requirements to comply with the provisions of the *Privacy Act*.

PWGSC also enhanced training on key ATIP and Privacy issues, such as Delegation of Authority, duty to assist, what constitutes personal information and what to do in cases of breaches. Enhanced training is provided to employees at all levels of the organization including the Minister's office.

Management Oversight

PWGSC continued to provide the Minister and Deputy Minister with assurance that departmental operations were carried out with prudence, integrity, probity and transparency, in accordance with established legislation, regulations, policies and practices.

The Department continued to uphold the responsibility for administering the *Public Servants Disclosure Protection Act* (PSDPA), by encouraging public servants in the Department to report wrongdoing in the workplace. This was done through outreach initiatives such as presentations to management teams, employees and unions as well as by developing a detailed process to conduct investigations under the PSDPA. In addition, PWGSC introduced a directive on Respect and Harassment Prevention in the Workplace which indicates that victims of harassment can make a disclosure of wrongdoing under the PSDPA, as harassment is a breach of the Departmental Code of Conduct. Finally, PWGSC launched a refreshed Intranet site, a toll-free number and a generic email address to improve the ease with which its employees can report alleged wrongdoing.

PWGSC's Special Investigations Directorate continued to conduct administrative investigations into allegations of wrongdoing, impropriety, mismanagement and other irregularities in PWGSC. It also reviewed contract files for irregularities in procurement award practices.

PWGSC continued to monitor the implementation of the Integrity Framework, which increases due diligence, reduces the opportunity for fraud and better manages the reputational risk to the procurement process and to real property transactions.

In 2013–14, PWGSC announced enhancements to strengthen and balance the Integrity Framework. These were implemented on March 1, 2014, and include nine new offences that render convicted suppliers ineligible to do business with PWGSC; similar rules for foreign convictions and conditional/absolute discharges; a 10-year mandatory ineligibility period for suppliers who have been convicted or have been conditionally/absolutely discharged in Canada or abroad of one of the listed offences; and a requirement that contractors ensure that their subcontractors meet the same terms and conditions.

Outreach activities were performed both within and outside the Department to increase awareness of PWGSC's Integrity Framework. An interdepartmental committee with other government department clients and potential clients was established to discuss enhancements, assist with interpretation of policy and address implementation issues within their own organization. In 2013–14, PWGSC signed MOUs with two government departments to provide integrity services.

PWGSC promoted the Fairness Monitoring Program, which engages independent third-party fairness monitors to observe all or part of a departmental activity in order to provide an impartial opinion on the fairness, openness and transparency of that activity. In 2013–14, PWGSC launched 46 new fairness monitoring engagements compared to 25 in 2012–13.

PWGSC continued to ensure the protection of departmental personnel, information and assets, including those facilities managed as a custodian of real property. The Department continued to protect the national critical infrastructure and services provided to government and Canadians through the ongoing assessment of threats and risks and the effective security design of departmental accommodations and real properties.

PWGSC developed the 2013–14 Departmental Security Plan and launched a review of Departmental Security Policy Suite in mid-year. The Department also completed the security governance review and implemented the recommendations including integrating Corporate Emergency Preparedness Directorate (CEPD) under the responsibility of Departmental Security Officer. CEPD is the departmental lead for the PWGSC business continuity and emergency management programs. It provides expert support and guidance on PWGSC's mandate-specific business continuity and contingency planning activities. It is also the departmental Emergency Operations Coordination Centre and the single PWGSC point of contact with the Government Operations Centre, Public Safety Canada, and the federal community.

The PWGSC Office of Audit and Evaluation (OAE) continued to contribute to the integrity and effectiveness of departmental operations by delivering objective internal audits and neutral evaluations. The OAE has also continued to support the Deputy Minister in discharging her responsibilities as Accounting Officer through its auditing engagements and its responsiveness to Deputy Minister directed engagements.

Section III: Supplementary Information

Financial Statements Highlights

The highlights presented in this section are intended to serve as a general overview of PWGSC's results. The following condensed financial statements are prepared on an accrual basis of accounting which aligns consumption of resources with the services provided, rather than reporting on the use of authorities as is done in Section I and II of this report. Note 3 of the Consolidated Departmental Financial Statements provides reconciliation between these two bases of accounting.

Public Works and Government Services Canada Condensed Consolidated Statement of Operations and Departmental Net Financial Position (Unaudited) For the Year Ended March 31, 2014 (in millions of dollars)					
	2013–14 Planned Results	2013–14 Actual	2012–13 Actual	Change (2013–14 Actual vs. Planned)	Change (2013-4 Actual vs. 2012–13 Actual)
Total expenses	5,046.1	5,152.8	5,126.0	106.7	26.8
Total revenues	(2,604.6)	(2,698.2)	(2,697.0)	(93.6)	(1.2)
Transferred and discontinued operations transfers	-	-	(7.4)	-	7.4
Net Cost of Operations before government funding and transfers	2,441.5	2,454.6	2,421.6	13.1	33.0

Overall, the actual Net Cost of Operations ($2,454.6 million) increased by $33.0 million compared to the prior year ($2,421.6 million) and is consistent with the planned results ($2,441.5 million), with a $13.1 million increase. Key variances for both Expenses and Revenues are explained below.

Expenses

Actual over Planned
The **2013–14 expenses were $106.7 million higher than planned** (planned: $5,046.1 million; actual: $5,152.8 million). Key variance explanations for program activities of **Acquisitions, Internal Services and Specialized Programs and Services** can be found in Section II of this report for programs and sub-programs.

Actual Year over Year
The **increase in expenses of $26.8 million** (2013–14: $5,152.8 million; 2012–13: $5,126.0 million) is mainly due to:

- An **increase** in **Acquisitions** primarily due to the introduction and implementation of the Build in Canada Innovation Program, as well as payments for employee severance benefits;

- An **increase** in **Internal Services** mainly due to payment of employee severance benefits; and

- An **increase** in **Specialized Programs and Services** mainly due to the transfer of the Government of Canada Human Resources Standard initiative from Treasury Board Secretariat.

Offset by:

- A **decrease** due to relocation costs being lower than planned and project staffing delays for the **Transformation of Pay Administration Initiative**; and

- A **decrease in Linguistic Management and Services** primarily due to lower demand.

Revenues

Actual over Planned

The **2013–14 revenues were $93.6 million higher than planned** (planned: $2,604.6 million; actual: $2,698.3 million). This variance is mainly due to **Acquisitions** as well as **Accommodation & Real Property Services.**

Actual Year over Year

There was no significant change in revenue this fiscal year (2013–14: $2,698.3 million; 2012–13: $2,697.0 million).

Public Works and Government Services Canada Condensed Consolidated Statement of Financial Position (Unaudited) As of March 31, 2014 (in millions of dollars)			
	2013–14	2012–13	$ Change
Total net liabilities	3,583.2	3,728.7	(145.5)
Total net financial assets	(800.4)	(854.6)	54.2
Departmental net debt[1]	2,782.8	2,874.1	(91.3)
Total non-financial assets	6,117.4	5,801.8	315.6
Departmental net financial position	3,334.6	2,927.7	406.9

The **Departmental net debt,** calculated as the difference between total net liabilities and total net financial assets, **decreased by $91.3 million** (2013–14: $2,782.8 million; 2012–13: $2,874.1 million). This variance is mainly due to decreases in employee future benefits as a result of severance payments made during the year and a reduction in the environmental liabilities as a result of the completion of the Sydney Tar Ponds project and work performed on the Esquimalt Graving Dock.

---

[1] Departmental net debt represents all items for which PWGSC will require future appropriations to settle the liabilities.

The **Departmental net financial position,** calculated as the difference between Departmental net debt and total non-financial assets, **increased by $406.9 million** (2013–14: $3,334.6 million; 2012–13: $2,927.7 million). This is mainly attributable to an **increase of $315.6 million in non-financial assets** (2013–14: $6,117.4 million; 2012–13: $5,801.68 million) and can be explained as follows:

- Increase of **$602.6 million for the acquisition of tangible capital assets** mainly related to real property projects and initiatives:

  o Parliamentary precinct restoration and rehabilitation ($267.1 million);

  o Development of new IT systems:

    ▪ The pay modernization system ($35.2 million);

    ▪ RCMP ($48.8 million) and DND ($38.2 million) pension modernization systems; and

    ▪ The real property integrated management system (NOVUS) ($21.7 million).

- Increase of **$336.9 million** for the acquisition of new buildings mainly under capital leases, such as:

  o 30 Victoria Street in Gatineau ($128.9 million);

  o 22 Eddy Street in Gatineau ($128.9 million);

  o Heritage Court in Moncton; ($4.7 million); and

  o 933 Mivvik Street in Iqaluit ($7.8 million).

Offset by:

- Decrease of **$623.9 million** mainly due to:

  o Amortization ($426.0 million); and

  o Disposal and write-off of assets ($197.9 million).

Financial Statements

The complete set of PWGSC's Consolidated Financial Statements can be found on <u>PWGSC's website</u>[xxviii].

List of Supplementary Information Tables

The supplementary information tables[xxix] listed in the *2013–14 Departmental Performance Report* can be found on the PWGSC's website.

- Details on Transfer Payment Programs

- Departmental Sustainable Development Strategy (including GGO Table)

- Horizontal Initiatives

- Internal Audits and Evaluations

- Response to Parliamentary Committees and External Audits

- Sources of Respendable and Non-Respendable Revenue (optional this year)

- Status Report on Transformational and Major Crown Projects

- Status Report on Projects Operating with Specific Treasury Board Approval

- User Fees Reporting

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[xxx] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

For more information on programs and services of Public Works and Government Services Canada, please communicate with:

Public Works and Government Services Canada
11 Laurier Street, PDP III
Gatineau, Quebec
K1A 0S5
Canada

ATTN: General Enquiry Website[xxxi]

E-mail—General Inquiries[xxxii]

Toll-free number for the hearing-impaired: 1-800-926-9105

Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in <u>four spending areas</u>^{xxxiii}: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval

by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i *Department of Public Works and Government Services Act,*
   http://laws-lois.justice.gc.ca/eng/acts/P-38.2/

ii *Shared Services Canada Act,* http://laws-lois.justice.gc.ca/eng/acts/S-8.9/

iii *Expropriation Act,* http://laws-lois.justice.gc.ca/eng/acts/E-21/

iv *Defence Production Act,* http://laws-lois.justice.gc.ca/eng/acts/D-1/

v *Seized Property Management Act,* http://laws-lois.justice.gc.ca/eng/acts/S-8.3/

vi *Surplus Crown Assets Act,* http://laws-lois.justice.gc.ca/eng/acts/S-27/

vii *Financial Administration Act,* http://laws-lois.justice.gc.ca/eng/acts/f-11/

viii Directory of Federal Real Property, http://www.tbs-sct.gc.ca/dfrp-rbif/home-accueil-eng.aspx

ix Although it is a program of PWGSC, the Office of the Procurement Ombudsman is required to
   operate in an impartial and independent manner. The details of its operations and performance
   results are provided in the Procurement Ombudsman's annual report, which is tabled in each House
   of Parliament by the Minister of PWGS following the fiscal year in accordance with legislative
   requirements.

x PWGSC @ Your Service: Our Services, Standards and Results 2013-2014,
   http://www.tpsgc-pwgsc.gc.ca/sc-cs/nsnnnr-ossr/2013-2014/tdm-toc-eng.html

xi Jenkins, http://www.tpsgc-pwgsc.gc.ca/app-acq/stamgp-lamsmp/eam-lmp-eng.html

xii Emerson, http://aerospacereview.ca/eic/site/060.nsf/eng/h_00003.html

xiii Acts and Regulations, http://www.tpsgc-pwgsc.gc.ca/lr-ar/index-eng.html

xiv Whole-of-Government Framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

xv *Public Accounts of Canada 2014,* http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

xvi departmental website, www.pwgsc-tpsgc.gc.ca

xvii *buyandsell.gc.ca,* https://buyandsell.gc.ca/

xviii published service standards,
   http://www.tpsgc-pwgsc.gc.ca/sc-cs/nsnnnr-ossr/2013-2014/tdm-toc-eng.html

xix   West Block,
      http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/ouest-wes-eng.html

xx   Sir John A. Macdonald Building,
      http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/sjam-eng.html

xxi   Wellington Building,
      http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/wellington-eng.html

xxii East Block,
      http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/est-east-eng.html

xxiii Centre Block,
      http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/centre-eng.html

xxiv Shared Services Canada, http://extranet.ssc-spc.gc.ca/eng

xxv   s.31.1 of *the Financial Administration Act*, http://laws-lois.justice.gc.ca/eng/acts/F-11/page-20.html

xxvi Order-in-Council PC Number: 2011-0877,
      http://www.pco.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2011-
      0877&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChap
      terYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=24554&b
      lnDisplayFlg=1

xxvii *Sustainable Development* website,
      http://www.ec.gc.ca/dd-sd/Default.asp?lang=En&n=C2844D2D-1.

xxviii PWGSC's website,
      http://www.tpsgc-pwgsc.gc.ca/rapports-reports/rmr-dpr/2013-2014/rmr-dpr-tdm-toc-eng.html

xxix supplementary information tables,
      http://www.tpsgc-pwgsc.gc.ca/rapports-reports/rmr-dpr/2013-2014/st-ts-00-eng.html

xxx   Whole-of-government framework, http://publiservice.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

xxxi General Enquiry Website, http://www.tpsgc-pwgsc.gc.ca/comm/index-eng.html

xxxii General Inquiries, questions@tpsgc-pwgsc.gc.ca

xxxiii four spending areas, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx